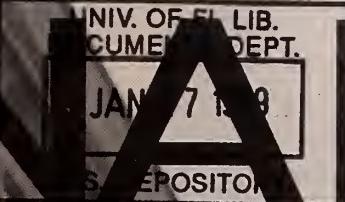


INSCOM

January-March 1999

# JOURNAL



MILITARY INTELLIGENCE PROFESSIONAL



Inside the

Alone among

Dry 501s

Polygraph uncovers

INSCOM's command

a Korean monsoon

sequences

move



Maj. Gen. Robert W. Noonan Jr.  
Commander, INSCOM

# Leaders prepare Team INSCOM to tackle the new year's challenges

*"Take the folks at Coca-Cola. For many years, they were content to sit back and make the same old carbonated beverage. It was a good beverage, no question about it; generations of people had grown up drinking it and doing the experiment in sixth grade where you put a nail into a glass of Coke and after a couple of days the nail dissolves and the teacher says: 'Imagine what it does to your teeth!' So Coca-Cola was solidly entrenched in the market, and the management saw no need to improve." — Dave Barry*

This excerpt from Dave Barry's "In Search of Excellence" captures the essence of resistance to change. As INSCOM enters a new year and continues to prepare for the 21st century, I can assuredly say, "We aren't going to let teeth rot here."

I have noted the continuous and productive effort by many of the players on the INSCOM team. Each day, from the foxhole to the desktop, from sunrise to sunset, people are working hard to ensure our "world-class" intelligence organization remains ready and able.

As we move ahead, I want to relate to you, Team INSCOM, part of my first quarter ruminations.

After visiting most of the units and many of the people in INSCOM, I fully realize the all-encompassing, globally-reaching, and diverse mission. I am continually impressed by the total professionalism of military and

civilian employees within an environment of constant and high OPTEMPO.

Success comes with cost, however, and in order to minimize negative costs and maximize positive benefits, we must be better stewards of our most critical resource — people.

With an emphasis on people and in a sincere effort to continually improve our organization, the headquarters staff participated in a senior leadership off-site and climate survey. Additionally, INSCOM commanders, command sergeants major, and headquarters staff attended the 1998 Commander's Conference. These events were designed to assess work force perception, pinpoint areas for leadership emphasis, and help our organization realize its vision, mission, goals and values.

It is important that the people of INSCOM know and understand the direction in which we are headed. Mission success can only come through leaders who care



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FOR THE MILITARY INTELLIGENCE PROFESSIONAL

about and take the time to develop their subordinates. It is the collective understanding and knowledge of the work force that gets things done.

I feel strongly about developing a work force that is on the cutting edge of the intelligence community — both professionally and personally. INSCOM needs people who are great at what they do and are satisfied about doing it.

I am serious about the implementation of Individual Development Plans as well as NCO and officer development programs. Leaders and managers owe it to their subordinates. I expect leaders, through counseling and coaching, to communicate routinely the information and steps necessary to achieve professionalism.

Leaders need to:

- Take time to teach, mentor and listen to subordinates;
- Encourage freedom to excel, avoid zero-defect mentality;
- Appoint career program managers for civilians;
- Maximize each person's potential;
- Work to keep the Consideration of Others Program alive and well;
- Organize to meet requirements across the operational spectrum;
- Remember we are only as good as the intelligence we provide; and
- Keep people informed and thank them for a job well done.

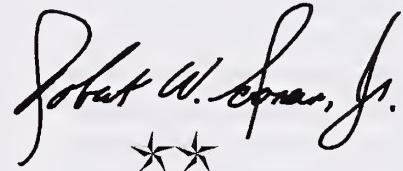
I also expect all members of Team INSCOM to be familiar with our mission, vision, values and goals. They serve as our "play book" and everyone has to be on the same page.

I personally intend to monitor our progress in achieving professionalism. I will conduct informal sessions with people throughout the work force, allowing individuals to speak openly with me on topics, issues, and matters important to them as well as to INSCOM.

I will also continue to visit the unit commands and conduct Management by Walking Around (MBWA). As any coach knows, you have to see your players in action in order to assess their abilities. I truly believe MBWA and unit visits help keep a two-way road of communication open and free of roadblocks.

As Gen. Creighton Abrams once said, "You people are telling me what you think I want to know. I want to know what is actually happening."

I have one more thought. After transitioning safely into a new year, I know I was not able to personally wish each of you a happy holiday and new year. I sincerely hope each of you and your loved ones had a safe and joyous holiday season and that the new year brings you peace, prosperity, hope and happiness.



Robert W. Conrad, Jr.



**About the cover:** At the Pentagon during World War II, women keep the war effort rolling by filling home front jobs left vacant by deployed soldiers. (Photo courtesy of the INSCOM history office)

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# Learning to lead *should* be a risky business

By Command Sgt. Maj. Ronald D. Wright

Several months ago, while attending a graduation of the Primary Leadership Development Course in Grafenwoher, Germany, I was struck by the words of the guest speaker.

As he articulated the importance of the course of instruction these fine soldiers had just experienced, I felt he had missed two very important points — continued education and an opportunity for growth.

We, as leaders, must allow for growth of our soldiers. We must offer our experiences as senior leaders and also allow risk.

Because a soldier has bars or stripes, we assume they know what they are doing or what is expected of them. This may not be true in every instance. We have a responsibility to grow tomorrow's leaders by positive leadership.

We do this in a number of ways.

Leading by example is a basic fundamental of success. Leading by coaching, mentoring and caring are other fundamental elements. All of these efforts are after the same goal: a well-trained leader of tomorrow's Army. When we take the time to coach, mentor and care, we are applying the basics that make our Army such a wonderful place.

We care about the future of our service and the future of our work force. To prepare our subordinates for the future, we must decentralize and allow them to take charge.

Decentralizing equals risk. Risk allows for learning.

While learning, we may make mistakes, but if we encourage risk and

allow for mistakes, we foster a positive climate for growth. We must invest in time to ensure this process works.

When we think of good leaders and have an opportunity to discuss their success, we find that most of them had a mentor. Even if the mentorship is informal, the results are usually very positive. Most of you who are successful in your profession can think of one or possibly more people who positively influenced you and your career.

Mentorship is not a task that should be taken lightly. Our efforts to coach, counsel and train, done in earnest, will reap very positive results.

To engage in candid conversation with our subordinates again fosters a relationship which will be positive. This does not mean we must seek acceptance to our daily decisions. This means we are taking time to encourage professional development by sharing ideas and opening dialog with our workers.

Good, open communication results in a positive work climate. Positive work climates result in superior products. Superior products usually result in success.

Our business is very complex and difficult to master. One of the basic tools of the intelligence professional is the ability to think logically and to arrive at a conclusion. These skills are not taught in completion at our service schools — the ability to work on these tasks and improve comes from feedback and exploration. We must allow for dialog with our col-



Command Sgt. Maj. Ronald D. Wright  
Command Sergeant Major, INSCOM

leagues and support active communication which results in creative thinking.

Continuing education has long been identified as beneficial in both the military and the civilian sector. What they are trying to do is encourage one to exercise one's mind.

As we move ahead in an increasingly technological environment, we must strive to keep ahead. As leaders, we can increase our continued success by laying the foundation for our future leaders. We have a great deal of knowledge to share with our work force. We can do this only if we get engaged with technology and open the communication channel.

We must find time to invest in our future.

I encourage you all to take a moment and reflect on how you can personally do more to ensure the success of our Army. Words, signs and slogans are only to provoke thought. We must take the initiative and work toward the continued success of the military intelligence branch and our Army.





Chaplain (Col.) James E. Russell

# But that was *yesterday*

By Chaplain (Col.)  
James E. Russell

**A**s I think about making the transition from 1998 to 1999, I am reminded of the time I was seated next to an Eskimo woman at a luncheon. I was intrigued by what she told me about the customs of the Eskimos.

They never carry one day's evil experiences, its troubles or its quarrels, over into another day. The lady said that two Eskimos might become engaged in a violent dispute, and heated words might even bring them to blows, but the night would erase the quarrel and the next day they would greet each other as brothers. And if one were to say, "I thought you were my enemy because we were fighting yesterday," the answer would come,

"But that was yesterday."

However, it is sometimes difficult to say, "But that was yesterday." In such difficult moments, it's good to remember the poignant assertion of Paul to the people of Philippi: "Forgetting those things that are behind and reaching forth unto those things that are ahead." These words are so moving that one does not need to know the context in order to feel the significance. The suggestion is that there may be some things in last year that could best be left in last year — new opportunities lie ahead.

Surely, there are some things from last year that we should remember. We must never forget the men and women of our armed forces who, in service to our nation, have been assigned in harm's way in places such as Bosnia, Korea and Kuwait. Their service to our nation allows us the privilege to enjoy a more secure freedom.

The family members of these men and women, who have given so much while being separated from their loved ones, must never be forgotten.

Then there is the suffering we have seen in our world, the suffering that has to do with hunger and with sickness. Whether in Africa or in our own city, we must not permit them to lapse from our consciousness.

Also, there are the dangers that have faced our world — moral laxity and the threat of nuclear war. These must never be forgotten, until the threat of them has been removed.

It is good, also, to remember some of our difficult experiences. One scholar has said, "Memories are life's battles on whose walls are hung the flags that tell the struggles through which we have marched." Some of us marched through struggles in 1998 and the flags are hung on the walls of our lives. We must remember, however, that in the midst of life's difficulties God drew near to us, and we can be thankful that a God of love has brought us to yet another year.

But when all has been said and done, there are still some things that we must learn to forget. Don't we, for instance, need to forget what might have been?

It is so easy to torture one's imagination with visions of what we believe might have been, if such and such had only happened. I have counseled with many soldiers and family members who have so hidden behind "what might have been" that it becomes almost impossible for them to see what might still be. These people find it difficult to say, "But that was yesterday."

Then there is bitterness. Bitterness tries so hard to be carried over from one day to another, doesn't it? When we permit ourselves to be wasted on bitterness, we will find that bitterness will beat us to shreds. But, difficult as it is, we must learn to turn our thoughts to the future rather than the past.

As Paul suggests, we must "forget those things that are behind and reach forth to those things which are ahead." There will be great rewards in 1999 for those who are able to forget that which should be forgotten ... there will be great rewards in 1999 for those who are determined to take what is at hand and fashion something good from it ... there will be great rewards in 1999 for those who will live their lives in the service of their fellow man, their nation and their God ... there will be great rewards in 1999 for those who, instead of remembering the bitterness and hurt, will think of those who are always waiting at the ferries of difficult streams to help them over.

Chief and paramount among them is God.

For each member of the INSCOM family I pray a glorious, happy and blessed new year.



## The full battle rattle

For seven months last year, Spc. Charlie Lopez worked 12-hour shifts, seven days a week, on lockdown, under General Order Number 1 and in "full battle rattle" — all necessities of the force protection mission in Tuzla, Bosnia.

"My section, the Joint Military Commission (JMC) and Compliance Cell, ensured that all armed factions complied with the Dayton Peace Treaty in northern Bosnia," said Lopez. Assigned to the 500th MI Group, he was deployed to Eagle Base, Tuzla from February through September, 1998.

"Everything my section did had a direct impact on the peacekeeping mission."

The JMC Cell accounted for the weapons in the storage sites of the Croatians, Bosnians and Serbians and tracked all training and movement of their armed factions, said Lopez.

Attached to the 1st Armored Division, the cell oversaw the northern section of Bosnia and worked with the other services and countries of NATO. Members also inspected weapons storage sites to verify compliance with treaties.

"Due to the threat of terrorism and conventional attack, we were required to dress in full battle rattle: flak vest, Kevlar, load-carrying equipment and M16 rifle," said Lopez. "In addition, for security reasons we could only leave the post if it was mission-related."

"As a specialist, I was afforded a leadership opportunity as a shift NCOIC," he went on. "My job was to oversee daily operations of the cell and ensure the accuracy of all external products."

The JMC Compliance Cell was composed of weapons storage site analysts as well as training and movement analysts, according to Lopez.

The cell was responsible for maintaining and updating two separate databases — one for training and movement conducted by the armed factions, and the other for all weapons that were in the weapons storage sites. Cell members briefed the commanding general each week in the "Bub tent" (headquarters tent).

"The 1st Armored Division was rolling out when I left and the 1st Cav was taking over," Lopez said.

"Tuzla was a great experience for me," he concluded.



**ON GUARD:** Spc. Charlie Lopez (foreground) spent most of last year in Tuzla, Bosnia, helping to track the movements of armed factions. (Photo courtesy of Charlie Lopez)

"I worked with soldiers and civilians whose dedication and professionalism are making this mission a success."

(Submitted by 1LT Gabriella Schneider, formerly with the 500th MI Group public affairs office.)

## A hero's welcome

Back in mid-September, the 500th Military Intelligence Group's Zama-based soldiers faced off in grueling competition during organizational week.

The week began with a cohesion run, led by group commander, Col. Michael J. Baier. "I'm the oldest soldier here, so the run will be slow," said Baier. "However, there will be hills."

The group finished the run, as a team, about 40 minutes later.

Then, Headquarters and Headquarters Detachment took on the Counter-intelligence Detachment in basketball, volleyball, racquetball, bowling and miniature golf. But the main events took place during "Hero Competition," when five MI soldiers battled to see who had the most "soldier spirit."

The first event was the Army Physical Fitness Test — under the new standards. Then came six "mystery" events, known only to the HHD leadership.

Turns out, the soldiers had to carry 5-gallon water buckets through a relay race and then put on 30-pound 'rucksacks' for a flexed arm hang and push-ups.

"I think the push-ups with the ruck on my back was the hardest part," said Spc. Juan R. Nunez. "But, hanging there with the ruck was absolute torture."

Then came the road march. Sgt. 1st Class Jeffrey T. Bailey, HHD's first sergeant, explained, "We wanted a variety of events that would challenge not only a soldier's strength and aerobic capabilities, but also his stamina. I think the 7-kilometer road march did just that."

After a relay race with 15-pound sandbags and a sprint twice around the baseball diamond while wearing protective masks, 1st Lt. William B. Burley, HHD's executive officer, was crowned the "hero."

"We all really learned a lot about camaraderie. Everyone of us is beat, but we know we really accomplished something today," said Burley.

The week ended with a barbecue lunch and an awards



**MASKED:** Spc. Juan R. Nunez, a supply clerk for the 500th MI Group, rounds home plate on his second lap during the Hero Competition. (Photo by Capt. Tanya Reinhardt)

presentation. "We really enjoyed ourselves," said Sgt. Etta C. Smith, noncommissioned officer-in-charge of mail and distribution. "It was a time to have fun and get to know each other outside of the work place."

(Submitted by 1LT Gabriella Schneider, formerly with public affairs, 500th MI Group, Japan.)

### Jones offers good counsel

Because he liked taking care of soldiers, Sgt. 1st Class Richard Jones switched his MOS — and now he has been selected as the INSCOM Career Counselor of the Year.

Jones, who has 11 years of service, is the brigade senior counselor for the 703rd MI Brigade, Schofield Barracks, Hawaii. His appearance before the October 1998 board was his second and proved to be the charm.

Sitting on this board was the sergeant major for personnel, the INSCOM Military District-Washington Career Counselor, and Command Sgt. Major George Sluzenski, INSCOM chief of retention. One of the questions asked Jones was, "How do you think the indefinite reenlistment program will affect the Army?"

Jones replied, "I hope that when the new chapter to the regulation governing separation comes out, there will be a way out for staff sergeants and above who want to get out, so they won't be an influence on the younger soldiers."

The runner-up for the title of INSCOM Career Counselor of the Year was Staff Sgt. Eddie Grayson of the 202nd MI Bn, 513th MI Brigade. He recalled being asked by the board, "What will be the biggest challenge to Army retention in FY99?"

"I felt the biggest challenge was ensuring that all soldiers were aware of the special programs, incentives and options available to them in making their decision," said Grayson, who has served for 13 years. Originally a radio repairman, Grayson became a career counselor when he saw the effect his own counselor had on the lives of soldiers.

Counselors are nominated by their chain of command, and selection to appear before the board is based on their career performance. The next step for Jones will be competing for the Secretary of the Army Career Counselor of the Year. According to Sluzenski, INSCOM soldiers have won this honor three of the past four years. [Since those



Sgt. 1st Class  
Richard Jones



Staff Sgt.  
Eddie Grayson

boards are held in February, the outcome was unknown when the INSCOM Journal went to press.]

(Submitted by Deborah B. Shepherd)

### The fields are full of talent

INSCOM ball-handlers took home trophies last fall in two intramural flag football championships.

First, the 66th MI Group upset the previously unbeaten 233rd Base Support Bn 21-13 on Memory Field in Darmstadt, Germany. Then, on Virginia turf, the undefeated HHC INSCOM team beat HHC MEDDAC 17-14 in overtime.

Although the 66th offense was clicking on all cylinders throughout the tournament, outscoring its opponents by a 93-38 margin and collecting more than 1,100 yards in just four games, the players felt that defense made the difference. Defense gave up on 230 yards of offense in all four games.

"We have a tremendous talent on both sides of the ball," said Meril Branch, head coach of the 66th team. Providing a good bit of it was Jarvis Carr, the tournament's Most Valuable Player.

Throughout the tournament, the 66th picked off seven passes, four of them by Carr. In the 33-0 pasting of Company C, 127th Field Artillery Bn early in the tournament, Carr caught four passes for 60 yards and three touchdowns and also intercepted a pass on defense.

In its first year since moving from Augsburg, the 66th is hoping that the Darmstadt community will notice that they have, indeed, arrived.

HHC INSCOM enjoyed an undefeated run to the trophy throughout the Fort Belvoir league season. On the final November game, Michael Bigesby kicked a 36-yard field goal in overtime to secure the win that began when Kristian Rolle dashed 60 yards for INSCOM's first touchdown of the game.

Quarterback Correy Lynch said, "Our big guys controlling the line of scrimmage and containing their quarterback were the keys to victory."

This marks twice in the past three years that HHC INSCOM has taken home Belvoir's flag football crown. "We'll be back for more next year," Lynch promised.

(Compiled from submissions by Tim Hipps and Sgt. John C. LeBlanc)



KICKIN' IT IN: HHC INSCOM defender Earl Dixon bears down on HHC MEDDAC receiver Ross Seidel during the championship game of Fort Belvoir's intramural flag football tournament. (Photo by Paul Haring)



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By Capt. Steven G. Finley  
and Staff Sgt. Robin Brown

SOUTH KOREA — As people pitter-pattered and splashed through the hall-ways, the smell of spoiled food and mildew filled the air. Grass stains marking the highest water level lined the walls — a reminder of what Mother Nature had just poured into Zoekler Field Station.

Monsoon season rains began as usual on Aug. 8, 1998; however, no one anticipated the final outcome of massive flooding and serious damage to the barracks and offices of Headquarters Service Company and of Operations Company, 751st MI Battalion.

The rain had been steady and light throughout the day, but close to 5 p.m. the first experience with floods occurred. At a moment's notice, Mother Nature poured heavy rains and the water level along Zoekler streets began to rise.

Flooding preparations had begun earlier in the spring, with a newly constructed pump house, to prevent this very situation. However, the pump house could not keep up with the pace of the rising water. The Camp Humphreys fire department was notified immediately to lend assistance with its pumper trucks, but the effort was futile. Luckily, the rain subsided, leaving only 3 inches of water.

But less than two hours after that initial scare, a similar situation developed, double in size and nature. As soldiers recovered,

talking about how the pump house was supposed to work, Mother Nature again created a roaring flood through the Zoekler streets and dumped more than 5 inches of rain in 45 minutes.

This time the outcome was different.

As the rains continued to pour, soldiers coordinated their efforts by sandbagging the entrances to buildings 1235 and 1236 to impede quickly rising waters. At first, they prevented water from entering the building, but when at 4 feet the water crested the sandbags, defeat was at hand.

The initial plan was to sandbag the doors and remove everything on the floors to prevent water damage. Within a few moments the strategy changed from saving what was on the floor to removing everything from the first floor onto the second floor.

**“Water was pouring in the doors and soldiers were doing everything possible to save something ... anything. Time was running out and the water level was quickly rising.”**

“I was outside the gate helping families whose homes were underwater and when I returned I found it happening to me,” said Pfc. Lyssa R. Spears of Headquarters Support Company.

Through the chaos, the overwhelming reek of diesel fumes filled the air: an underground heating oil tank had emptied its contents. The



**HIGH BUT NOT DRY:** In the flood's aftermath, Spc. Jennifer Kearns, Operations Co., 751st MI Bn, (left) finds all her belongings in ruins. Above, the headquarters' supply room will need to be restocked. (Photos by Staff Sgt. Robin Brown)



**A SOGGY MESS:** When the waters receded, the hard work really began. (Photo by Staff Sgt. Robin Brown)

building had to be evacuated. Soldiers who usually walked across the street now found themselves swimming to safety. In less than 45 minutes tragedy had struck the soldiers of the 751st.

Daylight allowed everyone to see the effects of 13 inches of rain — and to feel the hurt. It took two days for the water to drain enough to investigate the damage. By day three, inhabitants were entering the building to remove anything salvageable.

Nineteen women lost all their possessions.

"I'm glad I'm in the Army," said Spears. "Because if I was a civilian and didn't have renters' insurance, I'd be out of luck. At least I know I'll get reimbursed."

Every office and barracks room on the first floors sustained heavy damage. In the barracks, carpets, books and clothes stuck to the walls. Blankets, stuffed animals and CD cases were dripping water. Mud and chemicals layered toilet seats and ceramic

basins; even the shower heads needed a shower.

Under the pressure of flooding, dressers, tables, bookcases and refrigerators shifted and some toppled. Bulletin boards covered with pictures and memorandums, which used to brighten the walls, made hallways resemble washed-out old subway stations.

More than 100 soldiers were displaced from their rooms on the second and third floors. Everyone was temporarily housed on cots in the dayrooms and other areas.

Cleaning up the mess got underway immediately. Small task forces took time to clean rusty weapons, remove furniture, and pull up an extra chair for those without one of their own.

Pvt. Keith Morris, of Headquarters Service Company, only lost a few days of living in his own room. "I feel sorry for those who lost everything. I'm trying to help as much as possible to keep up the mission and as-

sist in the clean-up," he said.

Misery wasn't limited to the soldiers living in the barracks. The offices of the commander and first sergeant, along with company offices, were located in those dorms. Training records and manuals, wartime materials and other documents were destroyed. Elevating computers and unit-level trophies was to no avail when the rain came falling down.

"We are all sticking together," said Pvt. Yolanda Smith, of Operations Company. "Some don't really understand what it's like to lose everything, but they're trying. This is my first duty station, so almost everything I have, I bought here. All my pictures and letters are gone."

To assist soldiers in personal recovery, finance paid \$150 in advance claims. Everyone affected was given an initial issue of uniforms and gear. Logistics personnel estimated government property damages to be nearly \$260,000, and building damage at about \$420,000. The barracks will have to be decontaminated using high-pressure hoses and a special organic solvent.

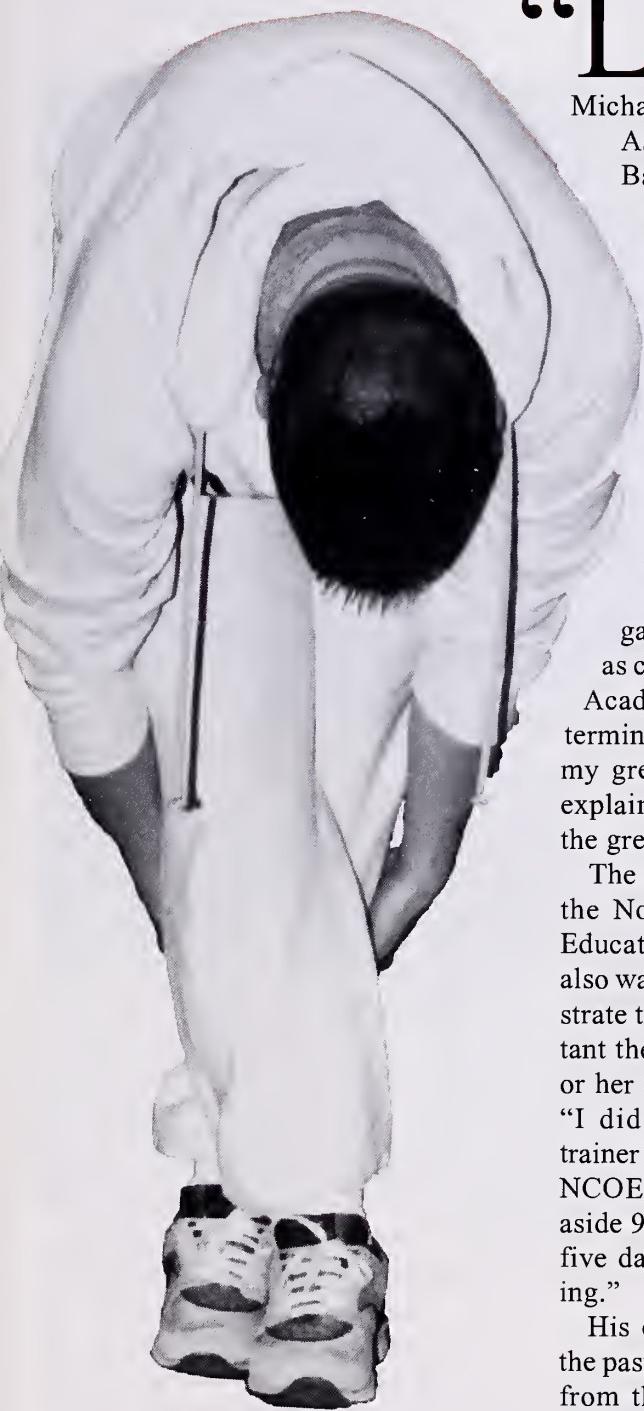
The impact from this event placed a strain on all soldiers — yet they continued to demonstrate their abilities to adapt and overcome. Tragedies always bring the best out in people.



*Finley is the commander of Operations Company, 751st MI Bn, 501st MI Bde, Camp Humphreys, Korea. He enlisted in 1988 and served four years as a Korean 98G before attending Officer Candidate School and graduating as a Distinguished Military Graduate. He received his commission as a second lieutenant in field artillery.*

*Brown is an Army journalist formerly assigned to the 501st MI Bde in Yongsan, Korea. A graduate of the Defense Information School, Brown has served since 1984.*

# Getting fit for leadership



“**L**ike all NCOs, I want my soldiers to succeed,” said Command Sgt. Maj. Michael J. Earnest.

Assigned to the 202nd MI Battalion, 513th MI Brigade at Fort Gordon, Ga., Earnest puts actions to his words by training soldiers who are bound for the Platoon Leadership Development Course (PLDC). He concentrates on two areas, the Army Physical Fitness Test (APFT) and land navigation.

“I used my experience gained as a first sergeant and as chief instructor in the NCO Academy at Fort Devens to determine where I needed to place my greatest emphasis,” Earnest explained. “Those two areas are the greatest reasons for failing.”

The PLDC is the first step in the Noncommissioned Officer Education System (NCOES). “I also wanted to personally demonstrate to each soldier how important the NCOES system is to his or her career,” Earnest went on. “I did this by being the sole trainer for these two events for all NCOES-bound soldiers. I set aside 90 minutes every morning, five days a week, for this training.”

His efforts are paying off. In the past 30 months, eight soldiers from the battalion have earned

Distinguished Honor Graduate (DHG) from PLDC and two others were Honor Graduates. According to Earnest, the entire post has earned only one other DHG in the same timeframe.

And, Earnest stressed, “All have graduated.”

Once soldiers pass the promotion board, they begin the next morning’s session with Earnest. It is a group counseling, question-and-answer session designed to show how the NCOES system links directly to promotions. Also, Earnest explains how he will be preparing them for the next four to six weeks.

“I give them the results of the last few [PLDC] classes at Fort Benning and show historically where most failures begin. I point out that their success is so important to me that I am giving them 90 minutes of my time every day until they leave for school,” he said.

Then the physical training begins.

“Here I use the time-honored fifth principle of training: train to challenge. The PT is rigorous and relentless. Every day I take them to muscle failure and then beyond. I work them on form when they are fresh, ensuring they know precisely what a correct push-up or sit-up is.

“When they begin to tire, I place the emphasis on speed work and endurance. Some days we work solely on the abdominal muscles (especially when I have soldiers whose primary weakness is sit-ups), some days we work both the upper body and

abdominal muscles equally, and the remaining days, I will emphasize (but not work solely on) the upper body."

In a normal session, a soldier will do between 600 and 700 push-ups and the same number of sit-ups. When one muscle group is stressed, the number of reps for that muscle group will top 1,000.

"I am creative in the exercises we use — it's not all sit-ups and push-ups. I use a myriad of variations that stress the same muscles," explained Earnest.

Running is not ignored. "We run every day. We do three different types of runs every week. Twice a week, we will do short, fast runs. Mondays, we run two miles, and Fridays we run three miles. Tuesdays and Thursdays we do interval training. Wednesdays, we rest both the upper body and abdominal muscles and run nine miles — our long, slow run."

Soldiers in Earnest's training program take the APFT every week.

He explained that he has two reasons for this. "One, it gives me an assessment I can use to determine how ready the soldier is for school. Two, it provides the soldier positive feedback on his progress in the program. He needs this feedback because every day he goes home utterly exhausted. Even though he is stronger every week, I simply increase the tempo and reps to keep pushing him past his present limits."

Earnest is known as "the PT animal" of the brigade.

In the midst of this rigorous training, Earnest takes the soldiers out to do land navigation twice a month. This portion of PLDC preparation begins with a class on the most common navigation mistakes. Then Earnest goes into plotting points, deriving bearings and converting those map bearings to magnetic bearings.

Soldiers measure distances, block around obstacles, and finally learn how to systematically set up a search pattern at the end of their legs to find their points. Then the group spends the next six hours moving through the woods, putting their knowledge to the test.

Normally, 60 percent of the soldiers who go into PLDC from Earnest's program make the Commandant's List.

Earnest said, "The point I want to make, however, is not how successful this program is, but how far your soldier can go if you properly motivate and train him."



*Contributing to this article were Deborah Shepherd, INSCOM Journal editor, and Capt. Gary Tallman, public affairs officer for the 513th MI Brigade at Fort Gordon, Ga.*



**DOUBLE TIME:** Command Sgt. Maj. Michael J. Earnest leads soldiers in "taking the hill" on Lane Avenue at Fort Gordon, Ga., during a recent 513th MI Brigade run. (Photo by Sgt. 1st Class Pleasant Lindsey)



(Sketch by Ben Bryant)

# Wright talks about 'beans, bullets and excellent soldiers'

By 1st Lt. Gabriella Schneider

CAMP ZAMA, JAPAN — Soldiers doing military intelligence work have every reason to look forward to bright futures, according to Command Sgt. Maj. Ronald D. Wright.

Wright, the Command Sergeant Major of INSCOM, visited Camp Zama in September 1998 and spoke to soldiers in the 500th MI Group about their career fields and projections in their professions.

"The U. S. Army knows that the MI soldier is multi-tasked, multi-talented and can get the job done," Wright said. "MI continues to provide the commander on the ground with the most timely, current and best intelligence

products. Leaders at every level need the MI NCO in order to make sound decisions."

Wright spoke at an NCO professional development session, where he discussed changes in the MI Corps and how best to succeed in today's rapidly changing Army.

"Command Sgt. Maj. Wright let us know where the MI field is headed and what we can expect to see in the future," remarked Spc. Wesley E. Derrick, a 500th MI Group intelligence analyst here.

Wright put special emphasis on the importance of technology for the future of the MI Corps. "Leadership is and always will be critical to success. The new change for us is the advancement of technology in the military. Technology is where it's going to be," he asserted. "The MI soldier's challenge is to do better in all facets of the military — to continue to learn, with a focus on technology."

"With the increase in technological equipment, we've got to be better at knowing the uses, capabilities and limitations. The new high-tech equipment in the military is incredible," he added.

Responding to a question about career opportunities for MI soldiers — and linguists in particular — Wright suggested that "80 percent of the solution is getting the right folks to the right place" and at the right time.

He assured his audience that their career managers are on their side. "I have a better opportunity to influence them," he admitted with a grin, "since seven out of nine work directly for me."

Many of the soldiers showed interest in the future of interrogator-linguists (97E) and counterintelligence agents (97B). They asked about the proposed combination of the two military occupational specialties into one larger MOS.

Sgt. Chi L. Wong, an interpreter and linguist here, said, "Command Sgt. Maj. Wright explained that the decision-makers are planning to shelve the process of combining the two specialties until they learn more about what we really do."

Another area of concern was the continued draw-down and its effect on careers. "In the 1970s, when I first entered the service, there were millions of people and no worries about money," Wright said. "Now, we have fewer people and resources. However, the Army is more focused on managing what we do have — beans, bullets and excellent soldiers."

"In the end, it will all balance out," he predicted. "The tempo is up for MI. Soldiers are getting the opportunity to do their jobs. They are being challenged and the retention rates prove this."

Wright added, "You are the pulse of the Army. If you have better ideas on how to do business, tell us. It takes your talent to do things better and to improve."

Despite the challenges, Wright believes that, with the present talent and effective training, MI soldiers will successfully transition to the 21st century. "The future of the MI NCO is positive. In today's Army, you need to strive a little harder. Take the challenging jobs and assignments and you will get promoted. Our success stories prove that we will not go away."

On the subject of mentorship, Wright said, "As leaders, it is essential that we mentor our soldiers," revealing that it was two senior sergeants of the 101st Airborne Division who mentored him years ago. "They told me what it would take to be a success and forced me to take that extra step. They had faith in my abilities and it paid off."

Wright also spoke at an NCO induction ceremony, where he told the audience that training, counseling and mentoring are critical elements of soldiering and combine to make up the "backbone of the Army."

Summing up, Wright said, "You are not forgotten. Your support in the Pacific is extremely important. You are keeping the rest of us straight."



*1st Lt. Gabriella Schneider recently completed an assignment as the public affairs officer for the 500th MI Group.*

# The Army is people

By Gen. Dennis J. Reimer

**T**he Army is people. In Bosnia, at the 405th Combat Support Hospital, a U.S. Army Reserve unit from West Hartford, Conn., the chief ward master receives word of five injured Norwegian peacekeepers. The 405th is the closest hospital, and they are bringing the soldiers in. The master sergeant knows every second counts. He has only a few minutes to assemble the right team to respond to the emergency. The effort pays off. Four of the five recover and are released. The fifth requires more seri-

geant and his crew for their extraordinary efforts, for giving her son a chance. Soldiers make a difference.

In California, a young soldier from the 40th Infantry Division (Mechanized), U.S. Army National Guard, drives his car to a weekend drill. Conducting pre-execution checks on a dusty landing pad at the camp, he stands among a cluster of citizen-soldiers. They are some of the most experienced and competent soldiers he has ever seen — proud professionals. He is glad he came. He knows it will be a weekend of tough, realistic training. No one gives more than an Army soldier.

On the desert floor at the National Training Center, a division operations officer from the 4th Infantry Division (Mechanized) briefs the Secretary of Defense on the progress of an advanced warfighting experiment. Flanked by a bank of computers, he explains the changes made possible by the brigade's new information systems. In the past, he spent 70 percent of his time collecting information and 30 percent planning what to do with it. Now he spends 30 percent of his time getting information and 70 percent thinking about how to use it and advising his commander. This is the kind of dramatic result that changing the Army can bring.

These three moments from a year in the life of America's Army say a tremendous amount about who we are and what we do. They are moments that demonstrate the incredible commitment and professionalism of the force. They reflect the challenges facing our soldiers, military families and the Army's civilian workforce. They also illustrate the unprecedented opportunities that we have to shape the force for the future. During another period of tumultuous change more than 20 years ago, the courageous and visionary Gen. Creighton W. Abrams Jr. said, "The Army is not made up of people. The Army is people."



**DUTY:** Reserve military police participate in joint exercises such as Gold Sword III. (INSCOM file photo)

ous medical attention, 38 hours of intensive care and evacuation to a hospital in Oslo, Norway. Months later, his mother comes to Bosnia to visit the 405th and thank the master ser-

Today more than ever, the Army relies on people. Taking care of people is also more important than ever. We serve in demanding and unforgiving times:

- The Army's operational tempo has increased 300 percent since the end of the Cold War. The requirements for U.S. land power in peacetime are without precedent. America's Army is busier than ever.
- The Army faces tremendous resource challenges. (While the pace of operations remains high, spending on defense accounts for less than 3 percent of the Gross Domestic Product, the lowest level since Pearl Harbor.) We have to make the most efficient use of resources that we can, balancing current and future readiness requirements while taking care of the force and maintaining an adequate quality of life.
- We must continue to change. The Army has experienced monumental changes since the end of the Cold War, but they are only precursors to the changes ahead. America's national security needs are evolving to match the demands of a rapidly changing world.

Despite the taxing demands and challenges of Army life and the lure of a healthy civilian economy during the last quarter-century, the Army has consistently been able to recruit and retain a high-quality force. Our ranks are filled with dedicated, talented, selfless men and women.

Today's realities demand much from the leadership of America's Army. It is our responsibility to see the Army through these historic times. We have to respond to the world as it is, not as we want it to be. It comes down to a simple,

fundamental challenge: knowing what to change and what not to change.

### Repeating a single (shot) mistake

Not long ago, I took part in a staff ride of the Civil War battlefield at Gettysburg. I have been there many times, but each time I learn something new. On this last visit I learned about Springfields and Henrys. During the Civil War, Union and Confederate soldiers used the muzzle-loading Springfield rifle. A soldier had to be able to fire three rounds a minute, which was about the best you could expect from the rifle. In 1863, the year of the battle at Gettysburg, both sides could have been armed with Henry repeating rifles that had a 15-round magazine. If either side had used these rifles, the volume of fire across the killing zone would have increased dramatically and probably would have changed the outcome of the battle, perhaps that of the war.

The issue then was whether to invest in new technology or to hold on to what was proven and true. The U.S. Army elected to stay with the proven weapon. After the war, the Army continued to wrestle with this decision, but in the end chose to stay with the single-shot rifle. Although they improved the rifle a bit, adopting the metallic cartridge, rapid firing caused ammunition extraction



**COURAGE:** Through INSCOM's ongoing training programs, soldiers face physical as well as moral challenges. (INSCOM file photo)

problems. Each soldier was issued a small knife with which to extract the overheated casing, but essentially it was the same old single-shot weapon.

A decade later, soldiers in blue fought the Sioux and Northern Cheyenne at Little Big Horn. After the battle, the field was littered with malfunctioning weapons and those little knives. While the Army had stuck with the single-shot Springfield, the Indians chose more advanced, commercial, off-the-shelf technology. They acquired repeating rifles, and the rest is history.

The Springfields and Henrys of the 1860s and 1870s are a cautionary reminder of the importance of knowing when and what to change, and the

terrible cost our people must bear when we make poor choices. The decisions we face today are no less meaningful. We must move the Army from the force that won the Cold War to the Army that will secure America's place in a free and prosperous world in the next century.

### A firm foundation

As we prepare for change, it is important to understand what cannot change, what is most important to Army people — our values.

Loyalty, duty, respect, selfless service, honor, integrity and personal courage are our legacy. This is why you have seen a renewed focus on values across the Army. We talk about the seven inherent values of the U.S. Army everywhere — in our officer efficiency reports, our doctrine, our training programs. Values are the bedrock of the institution, the foundation on which we build. We can never compromise on Army values.

We also have to hold on to the traditions that make our Army great. In particular, we have to keep up our commitment to the tradition of being a Total Army, drawing equally on the strengths of our active, Army Reserve and Army National Guard forces. Most of the Army, 54 percent, is in the reserve components. When we do anything with less than a Total Army effort, we diminish ourselves. The Army leadership addressed the importance of holding on to the fundamentals of the Total Army idea in the white paper "One Team, One Fight, One Future." The paper emphasizes that:

- Readiness is nonnegotiable. The U.S. Army exists to win the nation's wars. This is a simple statement, but it is absolutely true. Whatever we do in the future, we can never forget it.
- Standards are important. As long as we commit ourselves to setting and maintaining the right standards, we are going to continue



**LOYALTY:** Pfc. Dan Delonay helps Sgt. Charles Bruce during survival training in Kunia.  
(INSCOM file photo)

to ensure the Total Army is a quality force.

- Assigning every unit an appropriate mission is essential because it establishes the purpose and rel-

evancy of the force.

Missions give units a focus for their training and operational planning. All Army units must be clearly aligned with war plans

and other operational requirements.

■ We must build trust and confidence across the force. It is important, as we work our way through the challenges, to be able to communicate with each other and build the trust and confidence that has to be there if we truly want to carry the Total Army concept forward.

These fundamentals have been the touchstone for our efforts during the last year and the azimuth for the path we will take to the future.

Building on values and traditions also depends on having a disciplined, deliberate change process that will prepare the people of America's Army for the challenges of the next century. Our process is called Force XXI. It has served us well and will continue to guide us in the years to come.

#### The face of the Army After Next

Force XXI begins with the Army After Next (AAN) war games. The war games look at the future and determine how the world may look in 2020 by analyzing all the trends that we see around the world today: increasing urbanization, growing environmental concerns, population expansion and others. The war games allow us to project ourselves onto a mountaintop in 2020, look at the world and determine the role and requirements for land power.

The AAN war games provide a clear and confident vision for what kinds of capabilities we will need, pulling us toward the 21st century. While we cannot yet define all the systems of the AAN or a precise timeline for implementation, the war games have focused us on some key conceptual ideas.

One important characteristic of the Army After Next is that it must be more strategically, operationally and tactically mobile. We have to be able

to move the future force anywhere in the world, fast. During Operation Desert Shield, it took more than two weeks to move a heavy brigade to Saudi Arabia. This year, using prepositioned equipment, we moved a brigade from Fort Stewart, Ga., to Kuwait in less than 96 hours. The "mark on the wall" for the AAN is to be able to move a brigade anywhere in the world in 96 hours or less, with or without prepositioned equipment. We can make this happen. We must. As the AAN war games have shown us, one soldier at the right time is worth five soldiers later on. Winning

in the future will be about getting there "firstest with the mostest."

The Army After Next must have the right force when it goes in. We still will need heavy forces, light forces and special operation forces, but we will need to fine-tune this mix within the overall context of the future Total Army. In structuring forces, we will have to look beyond the wiring diagrams that show how units are organized and think about rapid force tailoring concepts that will allow us to shape capabilities to match the mission.

In particular, the future Army must



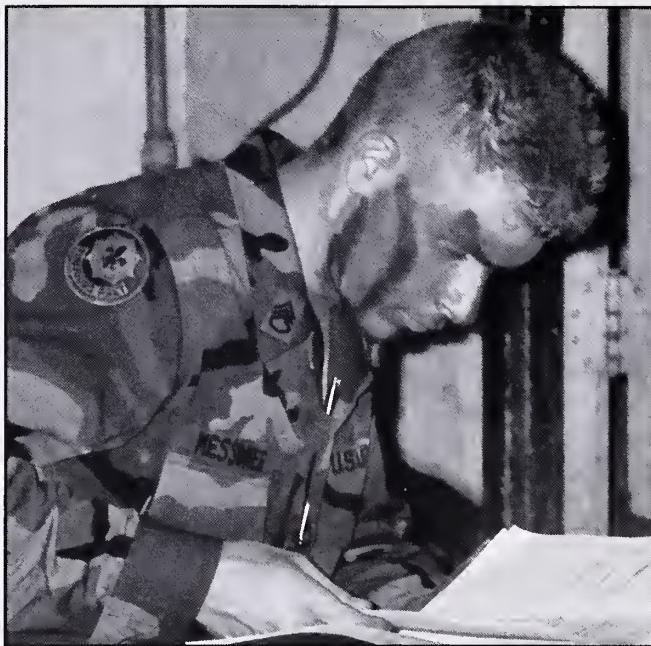
HONOR: Living up to Army values is another part of her job that keeps the mission rolling. (INSCOM file photo)

also be more expandable. The limiting factor for the AAN will be human endurance. Computers can run 24 hours a day; people cannot. We need to think about how we can expand capabilities to match operational requirements. For example, you might have a certain capability embedded in your active component forces that can run 12 hours a day. If you want to go to 24-hour-a-day operations, you would call up a reserve component group to augment the active force. This is the kind of expandability that we must develop.

Enhancing logistics will also be an important part of the Army After Next. There will never be a revolution in military affairs until there is a revolution in military logistics. This means putting our faith in concepts like velocity management and total asset visibility, giving up the comfort of stockpiling supplies on an iron mountain. We have to depend on systems that will deliver the right support, at the right place, at the right time. We have to build the systems that will give us the confidence and responsiveness we need. A revolution in military logistics will be a vital step to the AAN.

AAN forces must also be more agile in terms of responding to the range of unconventional threats we may face. How do we address asymmetrical threats? What do we do about military operations in urban terrain? How do we respond to the possibility of terrorists in the United States or transnational threats? What do we do about the proliferation of weapons of mass destruction? The ability to counter these types of dangers must be part of the AAN as well.

Most important, to man this future force we must continue to focus on the people factor, having high-quality soldiers and leaders, because we are going to ask them to do some tough



**SELFLESS SERVICE:** Staff Sgt. Keith J. Messinger meticulously checks raw intelligence data. (INSCOM file photo)

things. They will have to operate in many different environments, performing diverse and challenging missions. In particular, we need to have leaders who are able to handle successfully the uncertainty of change. All of us are uncomfortable with uncertainty. We like to have things lined up — this is the way we were taught, but it is not the kind of world we will find in the future. Whatever we do, we must ensure we have the programs that recruit, train and educate quality people because people are what makes the U.S. Army work, and they are the key enabler for making the AAN a reality.

Using the AAN war games, we are defining the characteristics and re-

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***“America’s Army is running a marathon, not a 100-yard dash, and we are running a good race.”***

— Gen. Dennis J. Reimer

quirements for the future force. While the war games are pulling us forward, the advanced war-fighting experiments are pushing the envelope, showing us what we can do with current technology. These experiments have been worthwhile and have given us the results we wanted. The most visible result has been the heavy division redesign completed this year.

The heavy division redesign exploits the potential of information systems; anticipates the revolution in military logistics with new organizational structures and support concepts; provides smaller and yet more lethal and deployable forces, offering more flexibility and more boots on the ground to respond to the range of military operations; and, most important, introduces multi-component units and staffs, better exploiting the full potential of the Total Army.

The design, a prototype for the heavy force we will see in the AAN, recognizes the power people bring to the organization. The changes empower our soldiers, providing the command and support systems that will unleash their initiative, skill and tactical judgment. On the whole, the division redesign represents a great, evolutionary first step. It is the right move in building toward the Army After Next.

The “push” of the advanced warfighting experiments and the “pull” of the AAN war games feed what we call the spiral development approach of the Force XXI process. Spiral development means keeping the Army’s six imperatives synchronized over time as we move from 1998 to 2025 and beyond, making sure doctrinal developments match new equipment, personnel, training, force design and leader development initiatives.

For example, while we continue to pursue new systems and organizational designs, we are already developing the leadership for these future units through major changes in the officer personnel management system. We also have initiated a new officer efficiency report, and we will probably change our other evaluation reports as well, structuring them so they help cultivate the versatile leaders we need for the next century.

To keep leader development and the Army imperatives woven together as we move toward the AAN, we use the Army's strategic management plan (SMP), which guides our efforts by ensuring resources are matched to the changes we want to make. The plan looks to the long term, focusing support for the research and devel-

opment base so that we can bring forward the technologies we want, ensuring that when we need them in the 2010 to 2025 time frame, they will be there. In addition, we use the SMP to track efficiencies, making sure we get the most from every dollar. This is an important part of ensuring current readiness and at the same time funding the force for the future.

### Gleaming the cube

Changing the Army is a complex task, akin to trying to solve a Rubik's Cube, balancing six different variables at the same time and making it all come out right. I can assure you that in the Department of Defense and the halls of Congress, they understand the complexity of our challenge and respect the Army for what

it has accomplished. They understand the Force XXI process, and they support it. They know we are not trying to figure out how to fight the last war better.

What we are doing is remaining trained and ready today while moving quickly to the future, and we are handling this challenge well.

The tasks the people of America's Army face are not easy. This year I had the opportunity to address the graduating cadets from Norwich University and the U.S. Military Academy — the youngest and newest people of America's Army.

What I told them holds true for all of us. We will face our share of adversity in the years ahead. We have to accept this. Life is not just a smooth road; there are bumps along the way. I always found that it helps to think about the West Point Cadet Prayer, the part about choosing the harder right instead of the easy wrong. There will be bumps along the way, but do not let them get you down.

America's Army is running a marathon, not a 100-yard dash, and we are running a good race. Every day, around the world, Army people are making a difference, and our efforts to prepare for the future are unmatched by any military force on the planet. We are winning the race because we have the best Army on earth — dedicated selfless soldiers and Department of the Army civilians, all backed by great Army families.



[From ARMY Magazine, October 1998. Copyright 1998 by the Association of the U.S. Army and reproduced by permission.]

Gen. Dennis J. Reimer became Chief of Staff, U.S. Army, in June 1995. Commissioned in 1962, he has commanded artillery divisions and served as a senior member of the military staff committee for the United Nations.

**INTEGRITY:** Personal responsibility exercised in a group setting is an Army trademark.  
(INSCOM file photo)

# What did you do in the war, Mom?

*During March, America salutes 'Women In History'*

By Charlotte Raub

If necessity is the mother of invention, then the needs created by the military during World War II gave birth to the modern American woman. Prior to the U.S. entry into the war, the female's role in society was primarily that of wife, mother and "homemaker."

In 1939, while Hitler was invading Poland, Americans were still toiling under the cloud of the Depression. Almost one third of the U.S. population had been out of work since 1933. Most jobs, especially those in manufacturing and the professions, were reserved for men who were the family "bread winners." Women held clerical positions, lower paying factory jobs or worked as domestics. Although more married women were in the work force than in the previous decade, they still held the lowest paying jobs such as textile workers. Even teaching and secretarial positions (considered the better-paying professions) were occupied mainly by males.

World War II greatly widened the horizons of American women. With most able-bodied males being drafted or enlisting into military service, laborers were needed to carry on the daily activities associated with the war effort. Who would run the factories to build the machinery and weapons necessary to fight? The answer was simple. Women represented a vast, untapped labor pool.

Just as posters of Uncle Sam summoned men to volunteer for military service, "Rosie the Riveter" and simi-

lar posters cajoled women to "Get a war job." The response was overwhelming as women flocked to fill the labor void.

## **It was more than just a job, it was an adventure**

War jobs offered women more than money. The jobs provided companionship, an opportunity to learn new skills, pride in being part of the war effort, and most importantly, the independence that accompanied wage earning. For the first time, many women were making money themselves and spending it without having to ask anyone.

The seeds of change had been planted and the fruit they would bear was a new breed of American woman.

The doors of opportunity had flung open and employment possibilities for women were more diverse than ever before. Some women spurned the office and assembly line jobs, looking for more interesting and adventurous ways to contribute to the war effort. While "Rosie" was recruiting factory workers, other War Department posters beckoned women to enlist for military duty. Recruiting posters for the Women's Army Auxiliary Corps exclaimed, "It's my war too!"

Although females were recruited primarily as nurses, women served in many capacities, including specialized jobs such as pilots and signal officers. By 1944, more than 100,000 women were in uniform, many serving in Europe and North Africa and by the end of World War II, more than 400,000 women had served in the



three service branches. This was more than 10 times the number that had served in World War I.

After the war came to a close in the summer of 1945, most Americans were anxious for things to "get back to normal." When troops began returning home, "Rosie the Riveters" were expected to surrender their jobs to male veterans and revert to their pre-war roles in society.

It was not long before it became apparent that women were not willing to succumb to this pressure. Besides, inflated economic conditions of the post-war boom made it necessary for women to hold on to their jobs to help their families. Although young women temporarily left the work force to begin families, the number of married women workers continued to rise after the war and has been doing so since then.

Thousands of GI Janes were among the boat loads of returning veterans who had been processed out of the military. The American government and the people seemed to share the attitude, "The war is over and there's no place for women in the military." However, many of World War II's sisters-in-arms were not prepared to relinquish their military ca-



**KEY INGREDIENTS:** During World War II, women performed vital missions at Arlington Hall Station, Va. (Photos courtesy of the INSCOM history office)

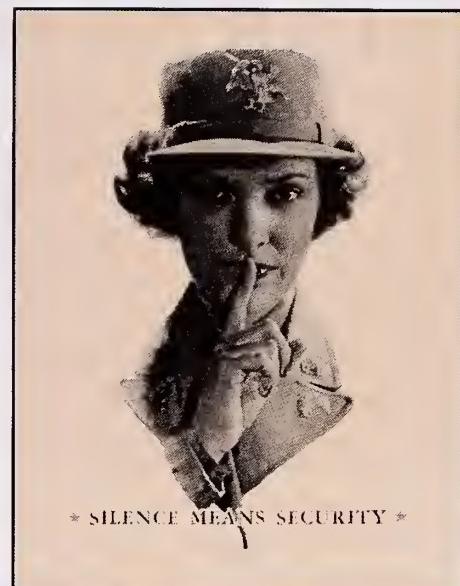
reers and sought legislation to make women a viable part of the Armed Forces.

In 1948, President Harry Truman signed the Women's Armed Services Act into law. Although it contained many loopholes and strange parameters, the law opened the way for women to serve in the peacetime military.

Historians may not agree on the effects World War II had on the

female's role in American society, but they would probably agree that it was a turning point in the history of American women as well as in the history of the world.

Perhaps women of the World War II era were merely taking their cue from one of the preeminent leaders of that time. "Be all that you can be," was a motto that Eleanor Roosevelt prescribed to her students as a teacher at Todhunter School. Little did she



**YES MA'AM:** This "OPSEC" poster reflects the integral military role women played in the war.

know that years later it would become the motto of a well-known Army recruiting campaign.



*Raub is the command information officer in the public affairs office at Headquarters, INSCOM, Fort Belvoir, Va.*

# First to fly



Col. Sally Murphy

to blend in," she said.

"My experiences were so different from the young women of today. I hear about these women flying in certain areas or aircraft, and I think, isn't that wonderful — but they don't always understand the differences in our experiences."

Sally Murphy was the first female Army helicopter pilot. Still on active duty as a colonel heading up the Army's Intelligence Master Plan in Washington, D.C., Murphy has lived with the notoriety of being the first woman to enter Army flight training. Currently there are three full-colonel female aviators in the Army, a testament to the pathways Murphy and her contemporaries forged more than 20 years ago.

Murphy said she is glad that today's female pilots blend in among the ranks of military aviators rather than stand out as much as she did. "My infamy as the first female Army aviator is hard to avoid, but as an organization grows, the tendency is

# TIARA/HUMINT operations: A “Total Force” military intelligence

By Capt. Cynthia Falco

FORT GORDON, Ga. — Human intelligence (HUMINT) gathering is not a well-known activity within most military circles. But a new training program at Co. A, 202nd MI Battalion at Fort Gordon, Ga., is helping establish HUMINT as a valuable collection asset.

As a passive, overt HUMINT collection activity that debriefs Department of the Army travelers, the battalion's Tactical Intelligence and Related Activities/Human Intelligence (TIARA/HUMINT) facility now provides an annual two-week training course to Reserve, National Guard and active duty MI soldiers and warrant officers with military occupational specialties of counterintelligence agent, interrogator, counterintelligence technician, and HUMINT technician.

## Making it real

The course stresses academic and hands-on training methods. The first week consists of an in-depth operational overview of such topics as:

- TIARA/HUMINT methods of operations
- Debriefeर duties and responsibilities
- Planning and preparation
- Questioning techniques
- Intelligence information report formats
- Situational role play

The situational role play is an exceptional opportunity to assess the students' ability to conduct debriefs. TIARA/HUMINT instructors provide immediate feedback to the soldier and discuss strengths and weaknesses, identifying areas of emphasis for additional training. After each role-play session, students write intelligence information reports, which instructors review and critique.

During the second week, students accompany debriefers on actual missions. TIARA/HUMINT trainers give them the opportunity to conduct an inquiry.

The benefit for Reserve and echelon corps and below active duty units is the opportunity for their soldiers to refine their MOS skills while participating in a “real-world” collection activity.

This integrated training approach has not only increased the HUMINT skills of many soldiers, but has also benefited the TIARA/HUMINT facility itself. The facility has recorded a 20 percent increase in production of valuable intelligence information.

TIARA/HUMINT facility's involvement doesn't end with the two-week course. Skill maintenance — the ability of soldiers to perform the TIARA/HUMINT mission once they return to their home stations — is a major concern for Alpha Company.

Memorandums of Agreement have been signed by some of the participating units, allowing for a clear understanding of the delineation of responsibilities of all concerned parties. However, an MOA is not required for units desiring to explore opportunities with the TIARA/

HUMINT project. In addition, the TIARA/HUMINT project has built-in flexibility that takes into account the ever-increasing operational tempo of active duty units and also provides a year-round opportunity for Army Reservists and National Guardsmen.

## Everybody wins

The 202nd MI Bn capitalized on an approved live environment training program listed in the INSCOM Readiness and Training catalog for both active component and U.S. Army Reserve soldiers. Alpha Company coordinated for Defense Intelligence Reserve Program funds for contributory support missions for the TIARA/HUMINT project. In addition, reservists and national guardsmen can use their annual training periods for duty with the TIARA/HUMINT section.

This Total Force integration initiative decreased operational expenses by saving time, money and resources. The TIARA/HUMINT project supports US Army Central Command (ARCENT), US Army Southern Command, and the national intelligence community.

TIARA/HUMINT personnel have trained more than 60 Army Reservists and National Guardsmen to conduct debriefings around the country. Reserve Component units — like the 415th MI Battalion from Louisiana, the 323rd MI Battalion from Maryland, the 325th MI Battalion in Connecticut, the 260th MI Battalion from Florida and the 142nd MI Battalion from Utah — have proven to be an excellent pool of resources that increase mission capability at a greatly reduced cost.

# multiplier

This specialized training in TIARA/HUMINT operations includes active duty personnel from a number of echelon corps and below MI units. These units now conduct operations at their home stations. Alpha Company's TIARA/HUMINT project offers both on- and off-station live environment training for the MI soldier.

## From the beginning

The TIARA/HUMINT section of Company A, 202nd MI Battalion at Fort Gordon, Ga., was established in the early 1980s as the Operational Support Detachment (OSD). It provided overt human intelligence collection activities in support of ARCENT and the national intelligence community.

Sixteen years later, changes in the Department of Defense (DOD) intelligence structure caused OSD to assume the acronym TIARA/HUMINT to describe its operations and to focus solely on the Army's tactical intelligence requirements. The 202nd MI Battalion merged OSD with Alpha Company in February 1996.

Over the years, several DOD and civilian agencies have recognized OSD (later Alpha Company) for its achievements. The Army presented it with a Superior Unit Award for its performance during the Persian Gulf War. TIARA/HUMINT detachment personnel have garnered five Exceptional Collector Awards, two DOD Collector of the Year awards, a Defense Counterintelligence Officer of the Year Award and over 120 Major Significance Evaluations. The FBI and CIA have also officially recognized its work, and the detachment

## To learn more

The 202nd MI Bn's TIARA/HUMINT project offers a unique opportunity for MI soldiers to enhance their briefing, debriefing, and report writing skills. More information is available by contacting INSCOM's public affairs office, (703) 706-1327.

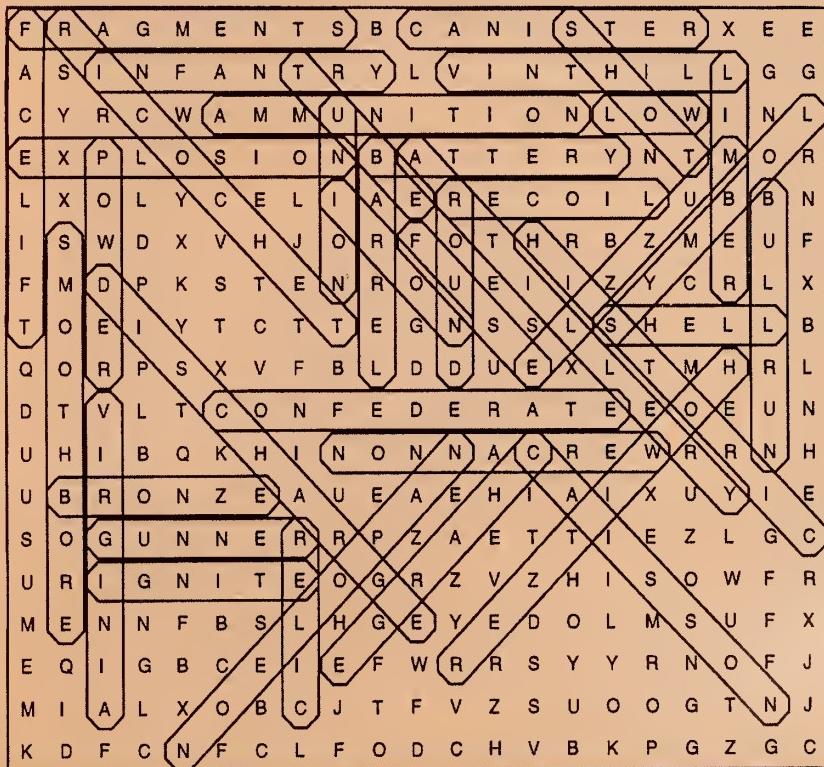
also received the INSCOM Commander's Plaque for Operational Achievement.

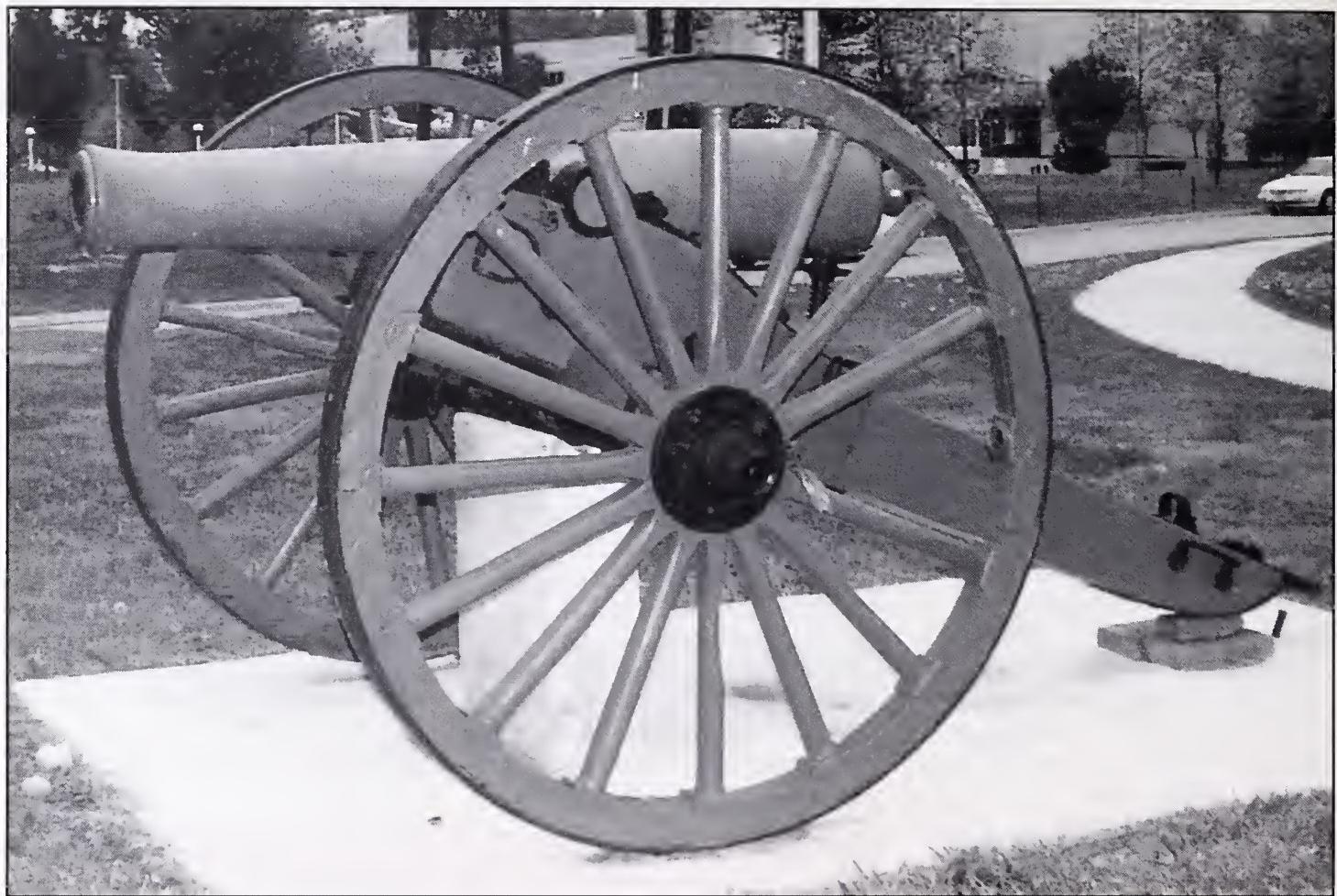
Alpha Company's TIARA/HUMINT section maintains three field offices: one co-located with the 202nd MI Battalion headquarters at Fort Gordon, one at Fort McPherson, Ga., and a third at MacDill Air Force Base in Florida.



*Capt. Cynthia Falco is the Alpha company commander, 202nd MI Battalion in Fort Gordon, Ga.*

## Firing the Napoleon cannon Puzzle Solution





**VIGILANT:** No record has been found of the INSCOM cannon's service during the Civil War, nor of how Vint Hill Farms Station acquired it. The earliest record found by researchers in the INSCOM history office is an undated Vint Hill directory, believed to have been published after 1961; the front cover shows the Napoleon in front of the officers' mess. (Photo by Deborah B. Shepherd)

# Vint Hill Farms Station's Napoleon stands guard

*Now silent, the once-booming cannon still speaks of history*

By Sgt. Maj. Richard R. Schaus  
and Karen Kovach

In the summer of 1996, Vint Hill Farms Station in Virginia was preparing to close after more than half a century of operations. Relics, such as the Civil War-era cannons that represented Vint Hill's ties to the

historic area, were relocated to other Army bases.

One cannon found a home at the entrance to Headquarters, INSCOM.

At first glance, it may seem out of place alongside the more recent military equipment. The cannon, designated the Model 1857 Gun Howitzer by the U.S. Army but more popularly

known as the 12-pounder, or Napoleon, joins a Russian BMP-1 infantry fighting vehicle and a T-72 tank captured from the Iraqis during Desert Storm. While these modern battlefield pieces represent INSCOM's support to today's warfighter, the cannon serves as a reminder of INSCOM's long tradition of service.

The Napoleon is a link between INSCOM and Vint Hill Farms Station, a post that became part of INSCOM's roots in 1942.

As the U.S. entered World War II, the War Department sought out land for the construction of the East Coast Monitoring Station. The government bought the farm land near Warrenton, Va., and in June 1942 personnel from the 2nd Signal Service Battalion began operations at Vint Hill Farms Station.

The 2nd Signal Service Battalion was assigned to the Army Security Agency, the predecessor organization to INSCOM, on Nov. 20, 1945. Under the ASA, one organization controlled all the Army's signal intelligence and communications security resources. Vint Hill Farms Station (VHFS) became the first ASA field station.

The cannon holds special meaning

to former personnel of VHFS as a symbol of its organizational roots—and of local history. One of the images most people recall from VHFS is the Napoleon positioned in front of the Officers Club. This large, red brick mansion was built by Andrew Low, who purchased the farm in 1860. It first served as the bachelor officers' quarters and then as the officers' mess for the 2nd Signal Service battalion.

The first major engagement of the Civil War, commonly known as the First Battle of Bull Run (or First Manassas), occurred only 11 miles from VHFS, on July 21, 1861. From Aug. 28-30, 1862, the Second Battle of Bull Run (or Second Manassas), was fought on the same battlefield. Many monuments have been erected around VHFS to the historical events that took place in the vicinity.

Throughout the war, the Confederacy used captured Napoleons and manufactured 630 of their own version of the cannon. The main difference between the two was that the Federal Napoleon had a flared muzzle and the Confederate version had a straight muzzle.

Vint Hill's cannon, a smoothbore made of cast bronze, was part of a lot accepted by Capt. Thomas Jefferson Rodman for U.S. Army service on Dec. 3, 1862. Most of the cannons now belong to the Park Service; few belong to the Army.

The Napoleon at Vint Hill (serial number 160) was manufactured in 1862 by Revere Copper Company in Boston, Mass. All Napoleon barrels, or tubes, were individually weighed; this cannon's tube weight is 1,253 pounds. This makes it one of the heaviest of those still in existence.

Sgt. Maj. Richard R. Schaus, assigned to INSCOM's Deputy Chief of

## Breaking down the Model 1857 Gun Howitzer

### Birthplace

France, in the 1850s; INSCOM's cannon was manufactured in Boston in 1862

### Nickname

Napoleon (after Emperor Napoleon III), or the 12-pounder

### Ammo

12-pound solid shot, shell, case shot or canister, fired by a 2½ pound powder charge

### Max effective range

800-1000 yards

### Bore diameter

4.62 inches

### Tube length

66 inches

### Average tube weight

1,227 pounds — but INSCOM's cannon, at 1253 pounds, is one of the heaviest



(Photo by Deborah B. Shepherd)

Staff, Logistics office, knew of the cannon at Vint Hill and first became concerned about it when VHFS was designated to close. As a Civil War historian, Schaus knew the historic and intrinsic value of the cannon and of the need to ensure its security. He coordinated with the INSCOM history office and the museum at VHFS and presented a proposal to the chief of staff to request transfer of the cannon to INSCOM.

The Center of Military History, which is the custodian for all Army artifacts, granted approval to place the Napoleon at HQ, INSCOM. The cannon was delivered to INSCOM on June 18, 1996 and immediately generated much interest, discussion and speculation on subjects ranging from its origin to its utilization.

### The Napoleon at war

The Army had only five Napoleons at the start of the Civil War. By the end of the war, 1,131 Napoleons had been produced for the Army and another 630 for individual states. About half of these still exist today.

The Napoleon quickly became a favorite weapon of the light artillery in both the Federal and the Confederate armies. Being a smoothbore, it was most effective at short ranges. By the Battle of Gettysburg (July 1-3, 1863), 142 of the 360 artillery pieces in the Union Army of the Potomac, and 107 of 272 artillery pieces in the Confederate Army of Northern Virginia, were Napoleons.

The core of the artillery batteries in the Union Army were Regular Army. An artillery battery in the U.S. Army consisted of six guns, commanded by a captain, with a complement of 80-100 men. A gun crew had eight men, each assigned a specific job when firing the piece. The "chief of the piece" was a sergeant. In addition to the officers and gun crews, there were drivers, horse holders and men with other specialized jobs.



**SPIT SHINE:** Lt. Col. Doug Houck refurbishes the cannon, which was at that time a venerable 134 years old. (Photo by Bob Bills)

The battery was divided into three sections, with two pieces in a section, each under the command of a lieutenant. As the war went on, the number of men in a battery declined as a result of combat losses and disease. Many Regular Army batteries were manned by more volunteers from infantry regiments than by regulars.

For transportation, the Napoleon was attached to a limber and pulled by a six-horse team. The limber was a two-wheeled vehicle carrying an ammunition chest, which held the piece's basic load. In action, the limber was positioned close behind the cannon to allow for quick movement.

Each cannon also had a caisson — a two-wheeled vehicle carrying two ammo chests and an extra wheel. The caisson, pulled by six horses, supplied ammunition to the limber.

In the Civil War, light artillery such as the Napoleon engaged visible targets at what, by modern standards, was very close range. Because of this, Napoleon crews fought their

guns at, or in front of, the infantry line. Infantry units were often assigned to support (protect) artillery batteries.

The Napoleon had no recoil mechanism, so when the piece was fired it would roll back and have to be repositioned and resighted after every round. An experienced crew could fire two aimed shots a minute.

Four types of ammunition were fired by the Napoleon:

- *Solid shot* was a solid ball of iron weighing 12 pounds, for use against emplacements and enemy artillery — but skilled Napoleon gunners could ricochet solid shot into cavalry or infantry formations.
- *Shell* was a hollow iron ball filled with a powder charge. Shells were exploded by a fuse, set to a specific time and ignited by the explosion of the powder charge that propelled the round out the barrel. It was used against both

personnel and materiel, such as enemy artillery.

- *Case shot* was a hollow iron ball, thinner than shell, containing a powder charge and a number of small lead or iron balls. Case shot was also exploded by a fuse set to a specific time. When the round exploded, it would scatter the balls and case fragments at the target. Case shot was used mainly against personnel.

- *Canister* consisted of a tinned iron cylinder, which looks like a coffee can, containing 27 1½-inch diameter iron balls packed in sawdust. Upon discharge, the tin cylinder would disintegrate and the balls fanned out from the muzzle. The effect was like firing a giant shotgun. Canister was used against infantry at ranges under 500 yards. Double and even triple charges (one powder bag with two or three canister cylinders) were used in emergencies. The effect of a battery of Napoleons firing canister into an infantry line of battle could be devastating — canister fire at point blank range helped break up Pickett's charge at Gettysburg.

#### A new home and a facelift

Placing the cannon at the entrance to HQ INSCOM was a choice made by the then-Deputy Chief of Staff for Logistics, the history office and the

then-Chief of Staff. No formal dedication ceremony was held, but rather an observance in spirit, as military and civilian personnel offered suggestions for its display and volunteered to make needed repairs. Unfortunately, there wasn't enough cannon to go around, so only a few got to take part in preserving this historic relic.

Some of the metal work is original, but the original wood has long since decayed. A concrete base was constructed, and a support added under the gun carriage/tube to take the weight off the wheels.

The people responsible for transferring the cannon from Vint Hill to HQ, INSCOM demonstrated an appreciation of the organization's roots. They ensured that this piece of INSCOM's history will not be lost.



**A NEW CREW:** Volunteers who helped put a new shine on the Napoleon were (l-r) Lt. Col. Keith Fukumitsu (now retired), Beverly Johnson-Bloomer, Sgt. Maj. Suzanne Edwards (now retired), Lt. Col. Doug Houck, Don Brock and SGM Richard Schaus. (Photo by Bob Bills)

The symbols of the past honor those who have gone before and who passed on a responsibility — and a legacy — to new generations.



[Editor's note: History office researchers are hopeful that, since Vint Hill began to host the annual ASA picnic in 1955, someone might have a photograph placing the cannon on Vint Hill prior to 1961. Anyone with knowledge of Vint Hill's Napoleon is urged to contact the public affairs office at HQ, INSCOM by calling (703) 706-1327.]



# Reflections —

## *Volunteers promote Black History Month*

**I**t was back in 1926, the age of jazz, that Black History Week was established. Fifty years later, as America celebrated its bicentennial, Black History Week was expanded into Black History Month. Ever since, people have used these observances to call attention to the achievements of Black Americans.

Is the name Elizabeth Bowser familiar? Chances are, this story of the slave turned Civil War espionage agent rings a bell because of an article or display that appeared during Black History Month.

Within the Department of the Army, such public education is provided by volunteers, who tackle the research on top of their regular duties. Black History Month is one of six special emphasis programs established to celebrate the diversity upon which this country was founded and which is a hallmark of America's armed forces and civilian work force.

Each installation sponsors events during February, such as speakers or films, to highlight Black History Month. For instance, at Headquarters, INSCOM, volunteers have scheduled a prayer breakfast, a banquet, and a presentation by the director of Veterans Integrated Service Network. Often, public television or the History Channel will air programs tracing the progress of Black Americans in the military, in education and in industry.

Fascinating stories are brought to light during Black History Month — biographies of men and women who had a vision for America that saw beyond racial barriers to goals like freedom and equality.

Anyone interested in volunteering to work on a special emphasis program may contact their local Equal Employment Opportunity representative.



# Buffalo Soldiers — *a 'first' in American military history*

By Charlotte Raub

**T**hey were called "Buffalo Soldiers," and though no one is certain of the name's origin, it became synonymous with black cavalrymen shortly after their contact with American Indians during the late 1860s.

Some theories claim the name was a result of Indians likening the troopers' short curly hair to the buffalo's mane. Others say the nickname refers to the heavy buffalo coats soldiers wore during winter campaigns. A third tale relates the derivation to the great stamina and courage the Indians attributed to black cavalrymen in battle, like that of a cornered or wounded buffalo.

Buffalo Soldiers represented a "first" in American military history. Although blacks were encouraged to enlist during the American Revolution, the War of 1812 and the Civil War's Union Army, it was the first time they were recognized to serve in a peacetime Army.

The formation of black peacetime units occurred in 1866, with a congressional act "to increase and fix the military peace establishment of the United States." The act established six of the Army's 67 regiments as black units.

Four of the regiments were infantry and the remaining two became the famous 9th and 10th Cavalry, known also as Buffalo Soldiers.

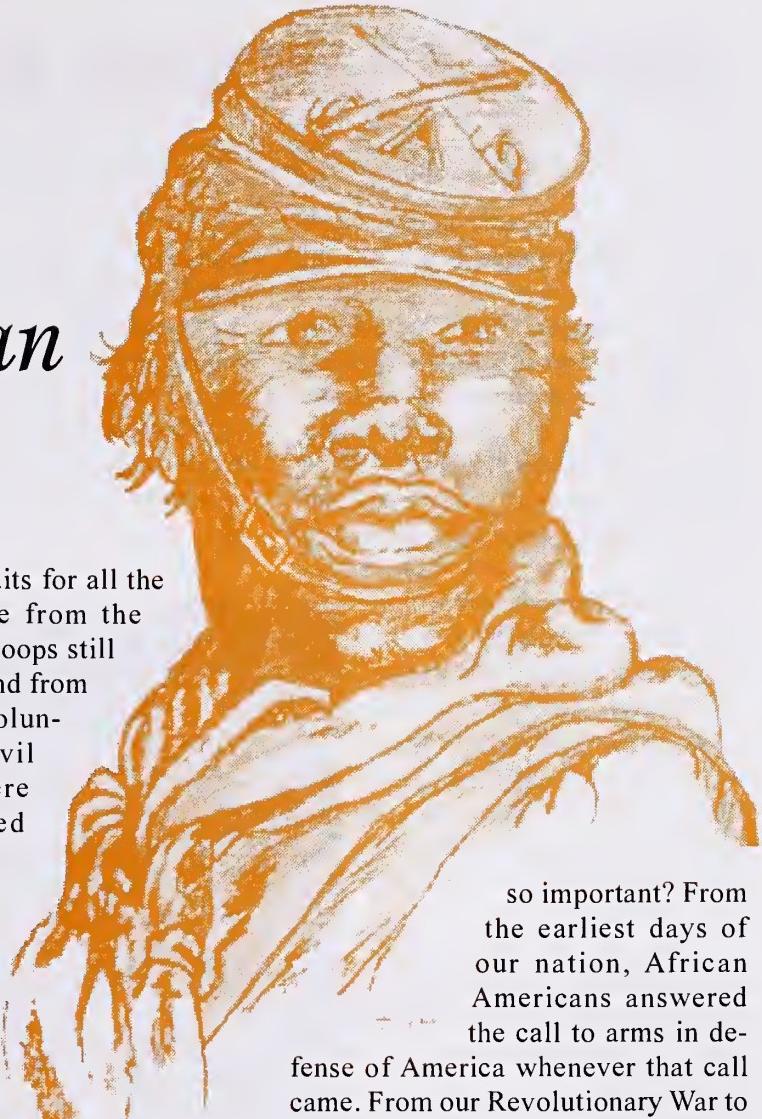
Initially, recruits for all the regiments came from the ranks of black troops still on active duty and from veterans and volunteers of the Civil War. Many were newly liberated slaves.

The 9th and 10th Cavalry Regiments served in the West until 1898. During that time, they patrolled the ranges protecting settlers and railroad crews; guarded mail and stagecoach routes; performed garrison duty; built roads and forts; settled disputes and kept peace among cattlemen and settlers; and fought more than 125 engagements with hostile Indians. Both units fought in the Indian Wars, the Spanish-American War, the Philippine Insurrection, World War II and Vietnam.

But the regiments remained segregated until 1953 when President Truman established the policy of integrating the armed forces.

In honor of the Buffalo Soldiers, retired Army Gen. Colin Powell, then Chairman of the Joint Chiefs of Staff, dedicated a monument on July 25, 1992, at Fort Leavenworth, Kan.

"Why were the Buffalo Soldiers



so important? From the earliest days of our nation, African Americans answered the call to arms in defense of America whenever that call came. From our Revolutionary War to the Civil War, black men and women on the battlefield were crucial to victory," he said.

"Beginning with the Buffalo Soldiers in 1866, African Americans would henceforth always be in uniform, challenging the conscience of the nation, posing the question, 'How could they be allowed to defend the cause of freedom, to defend the nation, if they, themselves, were to be denied the benefits of being American?'

"We must never forget that the spirit of the Buffalo Soldier will only be satisfied when the day comes that there are no more firsts for blacks to achieve," said Powell.



*Raub is the command information officer in the public affairs office at Headquarters, INSCOM.*

# No crystal ball needed

*Upon retirement, Joe Carls looks ahead to INSCOM's future*

By Deborah Shepherd

**A**s a reader of hard science fiction, Joe Carls is accustomed to thinking about the future, and on the day he retired, he took a few minutes to talk about INSCOM's future in a high-tech world — and how an employee is like a water balloon.

As the former deputy assistant chief of staff for systems integration, Carls said, "We're focused on real-world intelligence requirements. Since we're engaged day-to-day, it's kind of like 'Ghostbusters' — who're you going to call when the ghost appears? The guy who's doing the job."

Carls leaves the Nolan Building with 37 years of service, as soldier and civilian, in support of military intelligence. Trained as a cryptologic staff officer, he commanded signal companies and served as an installation comptroller. He retired as a major in the Reserves. Highlights of his civil service include working in the Pentagon in the office of the deputy chief of staff for logistics and then transferring to the Army Communications Command, INSCOM detachment.

As the years passed, INSCOM became for Carls "a vocation rather than an avocation." He saw the final years of the Army Security Agency and watched the signal intelligence (SIGINT) fixed-field stations close one by one. Through it all, he grew to believe that INSCOM's strength lies in its "innate flexibility and ability to adapt quickly."

He has seen the nature of INSCOM's operational focus change

from strategic SIGINT to supporting tactical warfighters. In the past nine or 10 years, said Carls, deployments accelerated and INSCOM personnel started taking on such missions as counterdrug interdiction, peacekeeping in the Balkans and humanitarian undertakings in Rwanda and Somalia.



PASSING THE TORCH: Joe Carls retired from government service in early December 1998 to help shape the Army Intelligence Master Plan. (Photo by Shirley Startzman)

"We're kind of like the Army intelligence tool room," Carls said with a grin. "All the tools that aren't common or are too big to fit in the tool boxes of the mechanic at corps level can be found at INSCOM — the counterintelligence specialists, the linguists."

According to Carls, one of the great challenges in force structure issues is, "Commanders don't view INSCOM as a go-to-war capability. We must better convey the reality that we are focused on intelligence

today to give information for the warfighters to do the job. It goes beyond battlefield preparation — if you don't keep Army requirements focused on day-to-day intelligence, your basic knowledge of the adversary won't be there.

"Closing the gap when war starts is not the time to do it. INSCOM's job is keeping that gap closed."

But doing that job is not going to get easier and Carls warns against letting technology catch people napping. "Technology allows us to collect more information than we can use," Carls explained. "We don't have the work force, the communications or the capacity to deal with this intelligence and it's only a small percentage of what we'll see 20 years from now."

So what's the key? "We need to educate people to use information better. We need to be more selective about what intelligence we concentrate on. And we need to look for knowledge-based tools that will help the human analyst — the human-computer interface, the collaborative work groups in virtual work spaces."

What kind of employee does INSCOM need for the Army After Next? According to Carls, "You need someone who can use the computer and software as an extension of their intellect — not just something that sits on their desk until they need it."

After this many years in the business, Carls is now seeing the children of his co-workers tackling INSCOM missions. Talking about these second-generation professionals led to reflections on the difficulty in attracting young talent to INSCOM.

"I would encourage people who are really interested in supporting their nation, but you have to be dedicated. In this day and age, especially if you have computer skills, you can make more money in industry," Carls said frankly. "And you can't have a high-tech Army with low-tech employees."

Therefore, he feels that INSCOM will need to change how civilians are used in the MI force. Since, in his opinion, downsizing and high-tech can allow 'safe haven' operations, he believes that civilians can expand from support roles to operations. "They give INSCOM long-term skills — like the analyst who has particular knowledge of a language and a culture, and can also provide continuity."

Having served both as a soldier and a civilian, Carls has a no-nonsense perspective on the roles of each in the Army's mission. Managing these two disparate work forces requires skill

## ***“We’re kind of like the Army intelligence tool room.”***

and discernment. Carls may have gotten his degree in mathematics, but his management experience hasn't been limited to numbers.

"Some people are 10 gallon buckets, some are 50 gallon barrels and some are water balloons," Carls said. "With the 10 and the 50, you know how much they can take. But the balloon expands, so you have a high performer ... but you don't know when the balloon might burst. The supervisor's challenge is estimating each person's capacity accurately."

He perceives a prevailing weakness in management: integrating women and minorities. "We must encourage women and minorities to as-

pire to higher grades. The biggest problem is education — how can we give women the opportunities to attend the same training men attend, at mid-level, to achieve senior positions? It takes a conscious effort on the part of the supervisor to create an environment in which women and minorities can get schooling, and, especially, the cross-training to other jobs that will provide more upward mobility."

Carls will keep on thinking about the future in his new job, as he joins the Army Intelligence Master Plan team as a contractor.

"The AIMP is a vision for where intelligence can go in the future," said Carls. "I'm looking forward to being a part of that."



*Shepherd is the editor of the INSCOM Journal.*

## 1999 art contest



The INSCOM Journal is sponsoring an art contest, open to all military, civilian and retired personnel.

Since the winning entry will be featured on the cover of the October-December issue, all artwork must in some way celebrate INSCOM or the accomplishments of its intelligence professionals.

Artwork in any media (except that which would be considered strictly photography) will be considered, with the following stipulations:

- Large paintings, portraits and oils should be entered by submitting a clear color photograph. This also applies to carvings or sculpture.
- Artwork can be transmitted electronically, by sending a scanned image as a .jpg or .tif file. Such files

can be accepted on disk through the mail, or see below for e-mail address.

- If hard copies are mailed (see below for mailing address), they cannot be returned, so artists should make clear copies of prints or sketches. Please do not send originals.
- All submissions will be reviewed for security and propriety. Material which ridicules or presents its subject in a negative manner will be rejected.

Entry into this contest implies permission to publish the entry. All submissions must be accompanied by 1) the artist's name, including rank if applicable, 2) unit or organization, if applicable, 3) a detailed description of the subject of the artwork, including dates and location, 4) a description of the media (i.e., oils, charcoal, tempera, etc.), 5) a brief biography of the artist and 6) the artist's phone number and address or e-mail address.

**The deadline is July 15.** Submissions may be mailed to HQ INSCOM, ATTN: IAPA, INSCOM Journal, 8825 Beulah St., Fort Belvoir, Va., 22060-5246. Or attached files may be e-mailed to [ijornal@vulcan.belvoir.army.mil](mailto:ijornal@vulcan.belvoir.army.mil). Questions? Call (703) 706-1327.



# *Keeping a lid on* **HAZARDOUS MATERIAL**

By Susan Roeder and Allan Anderson

*A unit's diesel tanker is en route to a remote refuel site as part of a major exercise. While navigating a narrow gravel road, the left side of the vehicle slips into the ditch. As the driver spins his wheels attempting to get out of the ditch, five to 10 gallons of diesel fuel spill out of the topped-off fuel tank. By the time the unit's 5-ton wrecker arrives, a pale blue sheen is evident in the water in the ditch and adjacent wetlands. On his way to the site, the maintenance sergeant notices a sign designating the area as a protected watershed. It is another half-hour before spill containment materials and dry sweep are located and arrive at the site. Local officials now at the scene are clearly displeased by the spill and lack of response.*

This incident occurred during a battalion FTX in Germany. Some hazardous material mishaps may be insignificant and humorous, but many others have caused serious damage and harm to human health and the environment. Understanding how to handle hazardous material is critical to mission success — and personal safety.

**Hazardous material(s) (HM)** is a broad term encompassing any material, including substances and wastes, that may pose an unreasonable risk to health, safety, property, or the environment. **Hazardous substances** are a subset of hazardous materials which are identified and regulated by the Environmental Protection Agency (EPA). **Hazardous wastes (HW)** are discarded materials that pose a risk to human health, safety, property, or the environment.

Proper hazardous materials handling and management practices are important for protecting personnel and sustaining the military property, facilities, and equipment on which they train, maintain, and live. Such practices also reduce the possibility of damaging the air, land, and water.

For example, an installation in Germany obtains all of its drinking water from a ground water aquifer just 10-15 feet below ground level. It takes only one gallon of oil to poll-



**RIGHT AND TIGHT:** Sgt. Barney M. Perez IV, unit hazardous waste coordinator, points out proper labeling required on hazardous waste storage drums within the HHS, 532d MI Bn (Camp Casey, Korea) motor pool accumulation site. (Photo by Allan Anderson)

lute more than a million gallons of their drinking water!

Safety is another important reason for correctly handling and managing hazardous materials. Understanding the hazards associated with hazard-

ous materials, and the safety precautions required, will result in a safer work place.

A major motivation for correctly handling and managing hazardous materials is that many laws have been



**TOP NOTCH:** Pfc. Michael L. Bullock is the unit fuel and hazardous material handler for HHS, 532d MI Bn — a unit recognized by Camp Casey (Korea) as having the best maintained accumulation site on the installation. (Photo by Allan Anderson)

written with the goal of protecting human health and the environment. The Army is not immune from these laws and regulations. Soldiers, leaders, and particularly commanders are personally subject to penalties for violating environmental laws.

All unit personnel must know what HM are present in the unit area, how to protect themselves from them, and how to properly store and use them. Here are some procedures for managing hazardous materials.

#### Identify all HM

- ✓ Ensure that all hazardous materials are properly labeled in accordance with host installation requirements.
- ✓ Obtain the Hazardous Substance Management System (HSMS) or similar software from the instal-

lation Environmental Directorate; it has complete information on HM stored in the area.

#### Implement hazardous communications requirements

- ✓ Have Material Safety Data Sheets (MSDS) for every HM used or stored in the work place and make sure they are available to personnel.
- ✓ Use the MSDSs to determine whether materials are flammable, corrosive, combustible, etc. and that they are stored in accordance with MSDS guidelines.
- ✓ Container labels should list name of chemical (same name as on MSDS) and appropriate chemical hazard warning.
- ✓ Keep a current list of all HM present in the work place.

## HAZARDOUS MATERIAL management resources

The following resources have been published by HQ INSCOM and should be in the possession of environmental compliance officers and unit environmental coordinators. Host installations can provide guidance documents that specifically address local concerns.

- Environmental Compliance Officers/Unit Environmental Coordinators Notebook
- INSCOM Hazardous Material/Hazardous Waste Management Plan
- INSCOM Leader's Guide to Hazardous Material/Hazardous Waste Management
- INSCOM Environmental Program Document
- INSCOM Pollution Prevention Program Strategy
- Environmental Program Requirements (EPR, formerly A-106) Report Guidance

- ✓ Ensure that all personnel are trained on the specific hazards located in their work places. They should all read MSDSs for appropriate first aid measures; a first aid kit should on hand.
- ✓ Personnel should use the personal protective equipment specified in the MSDSs.
- ✓ Never mix chemicals.

#### Managing HM storage sites

- ✓ Do not stockpile HM. Order HM in the size container needed for the job and in accordance with Prescribed Load List/Mandatory Parts List stockage authorization.
- ✓ Minimize the number of storage locations as much as possible without compromising safety.
- ✓ Inspect HM storage areas weekly. Look for leaking or rusted con-

ainers. Check expiration dates. Verify HM inventory.

- ✓ Chemicals must be compatibly stored. If in doubt, check with the installation environmental office, safety office, or fire department.
- ✓ Manage HM by shelf-life. Remember FIFO: "first in, first out."
- ✓ If the expiration date has been exceeded, contact the source of supply to see if the expiration date has been or can be extended. If it can't, make arrangements for turn-in. Expired shelf-life items may have to be handled as HW.
- ✓ If a substance cannot be identified, contact the host installation's environmental office to determine where, when, and how to turn it in for testing and disposal.

✓ Post approved chemical hazard warning signs as required by host installation.

✓ Maintain proper fire extinguishers at least waist high, properly marked, and readily accessible.

#### Managing HW accumulation sites

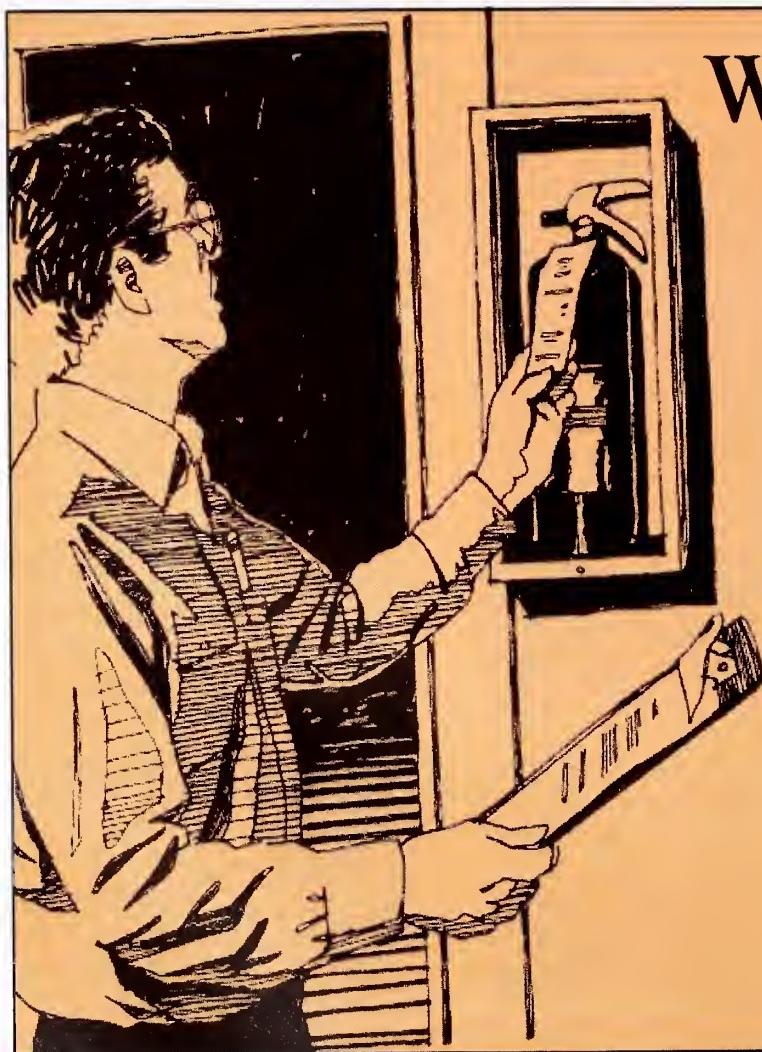
The installation's environmental office can provide specific explanations, descriptions, sizes, and stock numbers for the checklist items described below. Also, those who are unsure if they are complying may check with the unit's school-trained HAZMAT coordinator.

✓ Containers must be compatible with the waste stored in them. For instance, don't place corrosive wastes like battery acid in metal drums.

✓ Ensure that containers are in good condition, with no signs of leaks, bulges, dents or heavy rust.

✓ Only store HW in containers approved by the DOT—preferably the ones in which the HM was originally packaged. DOT guidance is found in 49 CFR Parts 171-178; host installation environmental regulations provide this information as well. Approved containers are available through the environmental office, Self Service Supply Center, and normal supply channels.

✓ Choose an appropriately sized HW container based on how much waste is generated during a certain period. A good rule of thumb: choose as small a container as possible that will be filled within one month.



## What kind of fire

**F**ire extinguishers in the home and at work should be tailored to put out the type of fire that could occur. All fire extinguishers should be visually inspected at least monthly and the date of inspection should be annotated on the inspection tag.

Report any discrepancies and replace the fire extinguisher if any of the following are observed:

- Corrosion
- Damage to cylinder or shell threads
- Signs of usage (e.g., locking mechanism not intact)
- Cracks
- Signs of attempted repairs (e.g., soldering or patching compounds)

An annual inspection of fire extinguishers should also be conducted by the local fire department or other designated inspection agencies.

- ✓ Use a container with easy access: a removable head drum for solid wastes and a drum with bung-holes (two small holes on top with stoppers or bungs) for liquid wastes (small bunghole for venting, large bunghole for filling).
- ✓ Keep containers closed except when adding or removing wastes.
- ✓ Do not stack containers more than two high. Stacked containers should have a pallet between them. There should be 3 feet of aisle space between rows of containers.
- ✓ Metal sheds and connexes used to store flammable liquids should be grounded, preferably using the same grounding rods and cables as are used with generators.
- ✓ Make sure that containers for dispensing or receiving flammable wastes are electrically grounded. Because static charges can be generated when dispensing flammable liquids, dispensing and receiving containers should be electrically bonded together before pouring. Bonding connections should be metal to metal, and typically consist of a wire with alligator clips at each end.
- ✓ Many HW require a specific type of overpack container. Using the wrong one can be costly, and promote accidents and personal injury.
- ✓ Place clay absorbent in the overpack drum when overpacking leaking liquid containers. The absorbent material must be capable of soaking up all the liquid. All drums will be overpacked with the bungs in the UP position.
- ✓ Place leaking containers of non-liquid HM/HW in overpacks also. In most cases, it is sufficient to put non-liquid leaking containers (such as powders) in an appropriate overpack drum without absorbent material; this may be verified through the environmental office.
- ✓ Seal the overpack using the lid and retaining ring; it is not considered closed otherwise.
- ✓ Label and mark overpack containers the same way as all other HM/HW containers.
- ✓ Never exceed the maximum storage quantity of a HW container as specified by the host installation (typically 55 gallons).
- ✓ HW containers must be turned in or emptied at appropriate time intervals as specified by the host installation (typically 90 days or less).

# Extinguisher do I need?

## Classification of Fire Extinguishers

### ORDINARY COMBUSTIBLES



**CLASS A:** Typically a solution of water for fighting fires caused and propagated by ordinary combustible materials such as paper, wood, rags, and general trash.

### FLAMMABLE LIQUIDS



**CLASS B:** Dry chemical, carbon dioxide, foam, and halogenated hydrocarbon components for fighting fires caused and propagated by flammable liquids such as gasoline, oil, grease, and paint.

### ELECTRICAL EQUIPMENT



**CLASS C:** Dry chemical, carbon dioxide, compressed gas, and vaporizing liquid components for fighting fires in or near electrical equipment or any other potential electrical hazard situation.

### COMBUSTIBLE METALS



**CLASS D:** Special extinguishing components for fighting fires caused and propagated by combustible metals such as magnesium, lithium, and sodium. **WARNING:** May pose a hazard when used on other types of fires.

*Roeder, HQ INSCOM environmental program manager, supports all INSCOM units with environmental issues. She has been working for HQ INSCOM since March 1998. Anderson is a senior environmental engineer with Man Tech Telecommunications and Information Systems Corp. He is pursuing a doctorate in environmental and energy management at George Washington University.*



# Out with the old, in with the new

*Saying farewell to the Army Reserve Military Intelligence Detachments (Strategic)*

By Col. David E. Servinsky and  
Col. Robert H. Frey

**A**fter a long history of providing valuable intelligence support to the Army, the unique units known as "STRATMID(S)" or MID(S) are disappearing.

On Sept. 15, 1998, after a distinguished 50-year history, the MID(S) have gone the way of "right-sizing" by the force structure planners. But they are coming back under a new structure known as Reserve "Think Tanks."

## An historic lineage

Like so many things in the intelligence field, little is published on the role and accomplishments of these silent warriors. Over the past half-century, thousands of citizen soldiers have put on their uniforms and brought their expertise to bear on strategic and operational intelligence requirements critical to the Army and to national security.

The Army activated 71 Strategic Intelligence Teams between 1948 and 1950 in what was then known as the Organized Reserve. According to an unpublished document provided by Dr. J. P. Finnegan of INSCOM's history office, the wartime mission of the teams was to augment intelligence elements at the Department of the Army (DA), theater headquarters, and field armies.

According to the document, units were organized under Table of Organization and Equipment (TO&E) 30-520, published in April 1947. Most teams consisted of three officers and three enlisted men. Some were Class C units, with officers but no enlisted personnel.

The bulk of the teams were located in the First, Fifth and Second Army

areas. The South, Southwest, and Pacific Coast were under-represented, while there were 10 teams in New York City. By 1950, 33 of these units were institutionally affiliated with universities or business corporations. At least four teams were called up for periods of extended active duty during the Korean War.

In 1953, the Army redesignated these teams as Strategic Intelligence Detachments (Research and Analysis); in 1962, the detachments were reorganized and redesignated as Military Intelligence Detachments (Strategic). Organization now became uniform; all STRATMID(S) now had three officers and four enlisted personnel. The 58 detachments carried on the rolls of the Army in 1968 contained 174 officers and 232 enlisted soldiers.

In 1974, management responsibility for the detachments — a function previously exercised by the Office of the Assistant Chief of Staff for Intelligence (ACSI), DA — was assumed by Forces Command (FORSCOM). Operational control, however, remained in the hands of Department of Defense (DOD), DA, or Army major commands.

According to an INSCOM staff study in 1980, 58 MID(S) were still active. Fifty of these units were under the First and Fifth Armies; only eight were in the west. These units produced biographical studies, geographical studies (including topics such as lines of communication power grids, oil production and order of battle analysis), counterintelligence product, and medical studies.

Twenty-three STRATMIDS supported the Defense Intelligence Agency (DIA) and 19 supported the INSCOM Intelligence and Threat Analysis Center (ITAC). An unspeci-

fied number were assigned to the U.S. Army Foreign Science and Technology Center (FSTC) in Charlottesville, Virginia. Others supported the Army War College, the Surgeon General, U.S. Army Europe, and Army elements in the Pacific.

## A record of excellence

MID(S) are just a small component of the Army Reserve's MI force structure — but they comprise one of its most productive and critical elements. One observer described these detachments as "the brightest spot of the entire MI Reserve program."

This unpublished staff study went on to state: "Personnel quality was excellent. Detachments were commanded by full colonels, and all officers were required to have at least a master's degree. All enlisted personnel were noncommissioned officers who had completed at least two years of college. Additionally, STRATMID(S) members had to be qualified by work or study in a discipline closely related to the unit mission, or had to be able to read, comprehend, and speak an appropriate foreign language. Finally, all personnel had to be eligible for a security clearance."

It is no different today. The MID(S) are often cited for their substantive intelligence contributions to the active force. In the past few years, new program funds allowed MID(S) soldiers to perform additional active duty time, separate from their regular drill weekends and two weeks of annual training.

In September 1997, 10 soldiers from the MID(S) aligned with the 99th Reserve Support Command were activated for nine months under the presidential call-up in support of U.S. Peace Operations in Bosnia

# National Ground Intelligence Center Military Intelligence Detachments

## Geographic Group [Asia/Americas]

3426th MID PG  
3421st MID PD  
3428th MID PD

## Geographic Group [FSU/Europe]

3422nd MID PG  
3427th MID PD  
3423rd MID PD

## Geographic Group [Africa/MidEast]

3425th MID PG  
3429th MID PD  
3432nd MID PD

## Systems Group

3431st MID PG  
3424th MID PD  
3435th MID PD

## Technologies Group

3434th MID PG  
3430th MID PD  
3433rd MID PD

## Contingencies Group

34336th MID PG

and were deployed in various locations in Europe.

As the active component reduces in size, the role of the MID(S) is becoming even more important.

At the National Ground Intelligence Center (NGIC), the 16 MID(S)s have been a force multiplier. They have produced a wide variety of intelligence products and contributed indirectly, through research support or database development, to many other products.

Collectively, the MID(S)s have been involved in producing hundreds of intelligence products, many of which would never have been produced if it were not for the reserve soldiers, who are robust partners with the full-time analytical staff at NGIC. Current missions include support to the Bosnian Task Force, chemical warfare assessments, proliferation of military critical technologies, imagery interpretation, and country force assessments.

## A new structure

In the last two years, several changes have taken place within the Reserve MI force structure, designed

to shape it to meet future requirements.

To preserve those unique assets that are tasked against critical intelligence requirements in a smaller reserve structure, 10 of the colonel positions were eliminated. The existing MID(S) were realigned under a concept that created U.S. Army Military Intelligence Detachments (Production Groups) (MID(PG)) and U.S. Army Military Intelligence Detachments (Production Detachments) (MID(PD)).

Each looks much like the MID(S) from which it evolved. Both MID(PG)s and MID(PD)s remain the same size — nine soldier units with three commissioned officers, a warrant officer and five NCOs. Each gained another sergeant first class position while losing a staff sergeant position. The difference between a production group and detachment is that groups are commanded by a colonel and detachments by a lieutenant colonel. The officer positions in the detachments were adjusted by adding a captain's position, to bring the number of officers back to three.

All of the units also converted from a TO&E structure to a Table of Distribution and Allowances structure. This reduces the administrative burden for these small intelligence production units. They are no longer responsible for maintaining organic equipment and are not required to complete other administrative reports required of TO&E units.

The 16 newly configured MID(S) supporting NGIC are organized into six functional groups. Three are based on geographic functionality:

- Africa/Middle East group
- Asia/Americas group
- Former Soviet Union (FSU)/Europe group

Three other MID groupings have a technical or scientific focus. They are called contingencies group, systems group, and technologies group.

Production group colonels has several functional responsibilities, many of which are still evolving. Beyond commanding the specific unit to which they are assigned, the colonels also serve as senior intelligence officers for their unit's directorate. This additional assignment is important, because it enables NGIC to take advantage of the valuable military and civilian experience of these senior officers. They can mentor junior soldiers and help coordinate all the reservists in the directorate.

## New faces, but old friends

The realignment says "so long" to the MID(S) as they were once known. But the new structure of MID(PG) and MID(PD) is seen as an opportunity to further improve Reserve MI support in satisfying national intelligence requirements. It will enhance the capabilities of the Reserve component to support peacetime-through-wartime Army intelligence needs, by providing products for a range of customers, from strategic force planners to operational commanders and the

*(continued on page 45)*

# Tracing the revitalization of INSCOM's polygraph program

By Kevin J. Shaw

**C**an a downsized capability, with an evolving mission and declining resources, actually increase its effectiveness? Proof that the answer can be "yes" may be found in INSCOM's revitalized polygraph program.

Reliable intelligence and security will continue to be major concerns for nearly every commander. Polygraph represents a unique capability in its ability to verify reporting, uncover deliberate deceptions, and enhance security. By re-evaluating priorities, focusing efforts towards satisfying the customers' requirements, and through process improvements, the program has demonstrated a utility beyond what previously existed.

*INSCOM polygraph has been a valuable contributor in recent peacekeeping operations, espionage convictions, force protection, and security programs. The focus of the polygraph program has shifted to support a variety of missions.*

While the INSCOM polygraph program of today is smaller than it was just a few years ago, its utility as a counterintelligence (CI) and security tool has grown. INSCOM polygraph examiners in Continental United States (CONUS), Germany, and Korea support a diverse range of missions, from conducting personnel security screening examinations to nontraditional applications such as testing force protection sources and refugees. Major technological advancements, coupled with refinements to the polygraph process and methodology, have vastly improved the effectiveness and reliability of polygraph.

## The scenario

In a dilapidated warehouse, on foreign soil, inside a security perimeter established by U.S. and multi-national forces, a folding table and chairs serve as a polygraph suite. Examiners are conducting a test to determine the veracity of critical threat information provided by a walk-in source.

A local national who speaks limited English has volunteered detailed information about a planned ambush of a civil affairs team that will take place within the next 48 hours. The commander has postponed the civil affairs mission and has requested a polygraph team.

Using an interpreter to review the key elements of the source's warning about the planned attack, the polygraph process begins. Precise questions are carefully formulated to determine the truthfulness of the report. The translated test questions are presented to the source in his native language as he sits at the makeshift table with the polygraph recording components attached to his arm, fingers, and chest.

The components are connected to a laptop computer that is running a specialized polygraph application. In the absence of an external power source, the laptop is using its DC battery.

In less than three hours, INSCOM examiners have completed the test and have given the commander the results. As part of the required quality control review process, the digitized data recorded during the polygraph examination is transmitted to Fort Meade, Md., using CI/Human Intelligence Automated Tool Set (CHATS). There, an independent analysis of the data confirms the examiner's opinion.

Near real time feedback from headquarters assures the commander that the conclusions regarding the truthfulness of the report are officially supported.

## Research and development

The modernized equipment of today's MI polygraph examiner is largely responsible for overcoming some problems that had limited the utility of polygraph. Additionally, extensive research efforts have enhanced the utility of polygraph by refining and validating the methodologies used in the polygraph process.

A laptop computer has replaced the analog polygraph instruments that once etched tracings on long strips of chart paper as the polygraph examiner made mechanical adjustments to keep the recordings within established parameters. Today, physiological data is digitally recorded on a disk. The computerized recording makes automatic adjustments and provides the capability to electronically enhance, edit, and isolate recordings that may have been rendered unusable in the analog era. This technological advancement alone has greatly reduced inconclusive test results that challenged the ability of polygraph to determine truthfulness.

## Measuring truth or deception

Another major scientific improvement accompanying the computerized polygraph is a scoring algorithm that analyzes the physiological recordings and provides an objective interpretation of the data.

In the past, the analysis of polygraph charts was dependent on a more subjective interpretation by the polygraph examiner to render an opinion regarding truthfulness. Today, the built-in software developed by Johns Hopkins Laboratory for Applied Physics interprets the data and will actually establish a measured opinion regarding truthfulness.

For example, the scoring algorithm may produce a report that indicates a 99.9 percent probability that the per-

son being tested was truthful to the test questions. This highly sophisticated software provides a definitive measure upon which the polygraph examiner can base decisions.

At the forefront of this technological revolution is the Department of Defense Polygraph Institute (DoDPI). Now located at Fort McClellan, Ala., the training facility is relocating to Fort Jackson, S.C.

Although the name of this institute suggests that it trains military polygraph examiners, its graduate level curriculum is used by more than two dozen federal agencies utilizing polygraph services, including the FBI, Secret Service, DEA, IRS, and others. As part of the instructor cadre at DoDPI, Chief Warrant Officer Joseph Phipps of the 902d MI Group, Fort Meade, Md., hopes to pursue a doctorate in the associated field of applied psychology.

In addition to providing basic polygraph training, DoDPI develops continuing education training courses and seminars to keep examiners current with the rapidly developing technology and scientific advancements.

The field of polygraph has undergone such a drastic transformation in terms of scientific growth that professional literature now refers to investigative polygraph testing as *forensic psychophysiological detection of deception*. Polygraph tests are now commonly referred to by the short title of *PDD examinations*.

Its acceptance into the scientific community is reflected by the professional standing in the American Academy of Forensic Sciences, whose members consist of more traditionally accepted specialties such as fingerprint analysts, blood serologists, chemists, and ballistics experts. With this increased scientific credibility, the admissibility of polygraph evidence in criminal and civil courts is accepted in many states and jurisdictions.

For all of the technological and scientific advancements in the field, the most important ingredient for success is the individual polygraph examiner. The INSCOM examiners' interpersonal and communication skills are

highly valued. The human factor remains critical.

### Today's screening process is streamlined and focused

Many assignments with access to sensitive intelligence require a CI Scope Polygraph (CSP) examination. The idea of undergoing a polygraph examination can cause anxiety for most people. Applying special skills to al-

ing and improving the value of the information being reported.

Today's INSCOM polygraph program has been described as "new and improved" by some who are able to compare the process to past CSP examinations. As part of an aggressive customer feedback loop, people who undergo a CSP exam are surveyed regarding the process. The responses have been overwhelmingly positive.



**SEEKING THE TRUTH:** Two polygraphers from the 310th MI Battalion are training to conduct a test in a foreign language on a foreign national (played by Chief Warrant Officer Robert F. Lewis) who has threat information. Interpreters routinely assist in such force protection exams. At left is Chief Warrant Officer Joe Don Castleberry. Operating the equipment is Chief Warrant Officer Bruce Hunter. (Photo by Larry F. Diehl)

leviate unnecessary concerns is the first step in conducting a CSP examination.

Modifications to the pre-test discussion and in-test phases of the CSP examination have produced tangible benefits. Although the overall length of a polygraph examination can vary, the entire process has been streamlined. The average CSP exam time has been cut in half.

Another significant benefit of these process improvements is reflected in the case resolution statistics. Test questions have been more clearly defined and the specific CI focus of the issues has eliminated a previous level of ambiguity. This resulted in reduced test-

Quality control procedures have also been refined. In addition to providing near real time feedback to confirm exam results, senior examiners conduct critical analysis of audio recordings made during the exam and ensure accuracy of reporting. Emphasis is placed on compliance with established standards, ethics, and dignified treatment of all examinees.

### Reciprocity and jointness

The majority of the exams conducted by INSCOM examiners fulfill a security requirement for access to or assignment at National Security

(continued on page 45)

# Spanning time zones to gauge INSCOM's strengths

*INSCOM's commander is on the move*

**S**ince assuming command of INSCOM last summer, Maj. Gen. Robert W. Noonan Jr. has visited several INSCOM units, talking to soldiers, observing operations and learning about missions.

## Thinking smarter with young soldiers from the 501st

During a recent visit to the 501st MI Brigade, Seoul, South Korea, Noonan took time out to share his thoughts on the brigade's mission and its soldiers.

One of America's most difficult intelligence missions is right here in the Republic of Korea, Noonan said, "We need to be a world-class intelligence organization that can provide timely productive intelligence to combat commanders and decision-makers here and around the world."

He went on to add that in doing so, INSCOM must develop a military and civilian, work force that can meet new information, operational, and technological changes. "As the Army grows smaller we have to think smarter. We can't do it all without understanding what new technology can do for us."

The general focused on how the brigade must leverage new systems to keep pace with intelligence demands. The challenge for military intelligence is how to prepare for the battlefield. To do this, he explained, the 501st must have a better understanding of Korean culture, maintain and improve linguistic capabilities,

recruit people with unique talents to meet mission requirements, and develop systems and procedures to assist in countering proliferation on weapons of mass destruction.

"What I've seen in Korea is precious," Noonan explained. "The professionalism, hard work, hospitality, and quality of people the 501st has is impeccable."

Noonan said the brigade's future focus is first, "To work on using the new technology smartly, tie it all in together and integrate it into a combined and efficient force with the Navy, Air Force, U.S. Forces Korea and Koreans and realize the savings."

Second, "Our close cooperation with Korean armed forces is commendable, and if we go to war our help might be the senior Korean officials. You can tell they want our support and they count on it. We could never let them think we would violate the trust they have in us."

Between conferences and working lunches, Noonan talked with soldiers about their specific missions.

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***“Good units are good families and everybody ought to ... take care of everybody. ”***



**RAP SESSION:** Maj. Gen. Robert W. Noonan Jr. describes the mission of the 501st as 'one of America's most difficult.' (Photo by Spc. Fernando Urena)

"I was impressed with the young soldiers doing some technical things very well," he said later. "When I was here 10 years ago, I was briefed by senior noncommissioned and warrant officers and those things were not as technical as the things I was briefed on in this last week by junior enlisted. I see we've got a very smart group of people, very talented and focused on their mission here."

"The challenge for NCOs is to take this technologically smart young work force and keep them focused on the mission."

In closing, Noonan encouraged the soldiers to make a difference and adhere to those values that people respect.

"Be proud of what you're doing because you truly are making a difference in a very tough part of the world; sometimes it's not easy to see that," he said. "We realize you're here for a year away from family, but someday when you get older you'll look back and say, 'I made a difference because I was there.'"

## **Stabilizing 513th deployments is high on the priority list**

As its former commander, Noonan's visit to 513th MI Brigade was a bit of a trip down memory lane. In 1994, Noonan moved the brigade from Fort Monmouth, N.J. to Fort Gordon, Ga., and he found it "gratifying" to see the new barracks, the new battalion headquarters, and the refurbished dining facilities.

"It has been almost a ... nostalgic and emotional day to see it all come here — it certainly wasn't that way when I left," he said.

Noonan recalled that when he commanded the 513th, "We had more combat patches than any other MI brigade in the Army. And I think that's going to continue. I just think we've got to figure out a way to adjust the taskings so they're not too egregious, to give people a little more advance notice."

"Soldiering is probably harder than it ever has been before because of the new technology people have to master. I think INSCOM units, and the

513th especially, are probably doing what I call the 'heavy lifting' for real world intelligence support."

He called the Bosnia mission an important one. "We can't afford to let that thing spill over into the rest of Europe," he said. "Keeping the peace there is important."

Working with the Deputy Chief of Staff for Intelligence (DSCINT) and U.S. Army Europe, Noonan has directed a bottom-up review of requirements needed to support the Bosnia situation. "We've got a couple of initiatives at the headquarters that we're working, that we hope will alleviate some of the individual soldier taskings, maybe use a little more technology rather than someone on the ground," he explained.

Taking care of families during long deployments will be a challenge, he acknowledged. "It's not the brigade commander's job. It's the job of the first sergeant in the line of chain of command. I think it's particularly important because we are a family. Good units are good families, and

everybody ought to know everybody and take care of everybody."

Noonan is tackling the deployment issue in a number of ways. "What I'm going to have people in INSCOM do, is make sure that we look across the board at some of the other INSCOM units — can they fill in for some of these [deployments]? Or maybe we need to do a better job of equipping, let's say, for folks in Korea, so we don't have to send somebody here over to Korea.

"We're going to be very involved in the Army After Next war games," he continued. "We're also very heavily involved in Intel XXI, a study being chaired by the DCSINT ... see if we are supporting warfighters the right way. We're going to have to combine certain military occupational specialties, so we can give people better opportunities to get promoted."

Asked if he had a message for the brigade's soldiers and families, Noonan replied, "The first thing is to thank them for their really great job and selfless service. The best thing about being in the Army is being with people, and about being with professional people who know their job."

Noonan also wanted to put the word out that the leadership of the Army is concerned.

"We are aware of the challenges, and we are working very, very hard. So we care [about soldiers and their families] — we really do."



*Contributing to this article were Staff Sgt. Robin Brown and Capt. Gary Tallman. Brown, an Army journalist, recently completed an assignment with the public affairs office, 501st MI Bde. Tallman is the public affairs officer for the 513th MI Bde.*



**CHOW DOWN:** A meal with members of the 513th MI Brigade helped put Maj. Gen. Robert W. Noonan Jr. in touch. (Photo by William L. Miller)

# Nolan's life story reads like a history of military intelligence

By Karen Kovach

The career of the soldier for whom Headquarters INSCOM was named is chronicled in a new publication by the INSCOM History Office, "The Life and Times of MG Dennis E. Nolan," written by Karen Kovach.

A veteran of the Spanish-American War, the Philippine Insurrection, and World War I, Nolan's career spanned more than 40 years. Pershing selected then-Col. Nolan to head the intelligence service of the American Expeditionary Force, making Nolan, in effect, the Army's first G2.

Pershing and MacArthur are the more recognized names from the war, but though overshadowed by these prominent officers, Nolan is an important figure in the history of military intelligence. As chief of the intelligence service, Nolan oversaw the formation of a multidiscipline intelligence system that became the foundation for modern military intelligence.

## MI's birth and adolescence

Compiled partly from Nolan's memoirs, interviews with Nolan family members, and records of the Intelligence Services of World War I, the story of Dennis Nolan is more than the biography of one man — it is also the story of the coming of age of military intelligence.

The son of first-generation Irish immigrants, Nolan won an appointment to West Point and entered into a military career that saw the technical breakthroughs that changed military intelligence as America moved into the 20th century.



**MAN OF PARTS:** Dennis E. Nolan — first-born son, athlete and West Point grad — went on to wear two stars and lay the groundwork for modern military intelligence. (Photo courtesy of the National Archives and Records Administration)

Formatted as a pictorial history, the text offers just enough narrative to provide a context for the photographs that follow Nolan's career and the development of MI. Photographs contributed by the Nolan family and the Akron Historical Society, Akron, New York, depict Nolan's early years. Others, many Signal Corps photos, trace his military service.

Nolan had much in common with John J. Pershing, whom he first met while assigned to the newly created General Staff in 1903. Their early careers paralleled each other's in many ways. Both had taught school prior to attending West Point, fought in Cuba and the Philippines, and served as instructors at the academy. Nolan described Pershing as a leader

who embodied "the spirit of a great commander."

One particular observation is relevant still today. Noting that once Pershing had approved orders or regulations he seldom changed them, Nolan observed, "This was of the greatest importance in our growing army, because there are so many minds both in peace and in war who confuse change with progress."

World War I, for the first time, saw American military intelligence employing many of the basic intelligence disciplines still being used today: aerial reconnaissance, radio intelligence, interrogation teams, and counterintelligence agents. Modern technologies changed the nature of the battlefield and the combat commanders' intelligence requirements. Nolan vigorously exploited the new technologies, recruiting artists to train as photo interpreters and a broad range of professionals to train as cryptologists.

Nolan also played a direct role in organizing the Corps of Intelligence Police — the Army's first permanent counterintelligence organization and one of the traditional roots of INSCOM. Nolan was awarded the Distinguished Service Medal "for organizing and administering the A.E.F. intelligence service."

Throughout the war Nolan spent time on the front lines to inspect American combat intelligence, which on one occasion proved advantageous. Needing experienced, trained officers, Pershing assigned then-Brig. Gen. Nolan to take command of the 55th Infantry Brigade, which was to fight in the initial assault of the

Meuse-Argonne offensive. Nolan's leadership earned him the respect of his men, many of whom expressed surprise at seeing "generals like that right up there with us doughboys." Nolan received the Distinguished Service Cross for heroism.

Following the war, Nolan was appointed as the first peacetime director of the Military Intelligence Division (G2). The downsizing in today's army and its affect on military intelligence mirrors the demobilization after the war. Nolan faced the challenge of maintaining an effective military intelligence capability while the Army was undergoing severe cuts in strength and budget.

Many decision-makers were not convinced that MI was necessary during peacetime. The number of officers assigned to the MID steadily declined. Although Nolan's own tour lasted only a year, he left behind an important legacy. Knowing it was essential to maintain a pool of professional MI specialists who would augment the Army's intelligence capability in the event of war, Nolan encouraged the establishment of the Military Intelligence Officers Reserve Corps, the forerunner of the Military Intelligence Branch.

Dennis Nolan embodied the soldierly qualities and character that were part of an Army tradition and holds a place among the leaders who served their country with distinction in war and peace.

INSCOM's headquarters building was named in honor of Maj. Gen. Dennis E. Nolan at a dedication ceremony on June 2, 1989. "The Life and Times of MG Dennis E. Nolan" is available by contacting INSCOM public affairs, (703) 706-1327.



Kovach is a writer-editor with the INSCOM history office, Headquarters, INSCOM, Fort Belvoir, Va.

## Meet the author

The INSCOM history office has just released a new biography, "The Life and Times of MG Dennis Nolan." Written by Karen Kovach, the publication traces Nolan's life from his upbringing as a member of an immigrant family, to West Point, through three conflicts, and finally as a member of the Army's senior leadership. James L. Gilbert, command historian, spoke with Kovach about her work.



Karen Kovach

**First, why a biography on Nolan?** As you know, the INSCOM Headquarters building is named in honor of MG Nolan, and one of the history office's missions is to familiarize our soldiers with their heritage as military intelligence specialists. During World War I, General Pershing selected then-Col. Nolan to head the American Expeditionary Force's intelligence service, making him the first G2 in the history of the Army.

**What would you say were Nolan's most lasting contributions to MI?** His legacy includes the recognition, for the first time, that there was a need for professional intelligence officers. He established the Military Intelligence Officers Reserve Corps, the forerunner of the Military Intelligence Branch. A second lasting contribution was the creation of the Army's first permanent counterintelligence organization, the Corps of Intelligence Police, which evolved into the Counter Intelligence Corps during World War II.

**What, if any, relevancy does the Army of a century ago have with today?** The advent of modern warfare with the coming of the airplane and tank, were technological challenges just as dramatic as the ones the Army today faces with information warfare. After World War I, the Army faced challenges of downsizing not unlike what the Army has faced since the end of the Cold War.

**I understand this is your first history publication. What problems did you encounter during your research?** Later in life, Nolan had prepared a rough draft of a historical summary of World War I. Unfortunately, he told little about his role and some of his recollections could not be confirmed by other sources. Another challenge was researching clippings from old newspapers. I found so many interesting things that my biggest problem was deciding what to leave out. It was hard for me to cut anything.

**How can one get hold of a copy?** Since it's a one-time publication and the history office has only a limited number of copies, distribution is limited. However, anyone interested may contact the public affairs office at Headquarters, INSCOM.

# February: Short on days, long on celebrations

By the INSCOM History Office

February has only 28 days, except during leap year, when it gains an extra day. Despite its abbreviated duration, February encompasses a variety of events. Probably the most well-known are the birthdays of two former presidents — George Washington and Abraham Lincoln — now compressed into one federal holiday.

The second day of the month continues the prognostic legend of ground-hog day, when the ground hog's shadow ends the hope of an early spring. Then there is romantic Valentine's Day, commemorated through sentiments of love expressed in traditional cards, candy and flowers.



But beyond these lighthearted customs, February holds more significant observances. For instance, although it is not marked by a holiday, the USO was established on Feb. 4, 1941.

Since February is National Health Month and National Heart Month, its days are full of events and activities geared toward healthy lifestyles. Health organizations distribute educational materials on the importance of a healthy diet, exercise and relaxation, and issue reminders to schedule regular medical exams.

The Daughters of the American Revolution chose February as National History Month, a time to honor America's founding leaders and to reflect on the lessons of the past.

From the Latin, *Februarius mensis* (expiatory month), February was originally designated as a time of making amends for a wrong. Ash Wednesday, falling on Feb. 17 this year, begins a period of penance in both pagan and Christian traditions. This ancient meaning is significant to February's designation as Black History Month.

It is important to note that, until the 20th century, the history of African Americans and other peoples of African descent was either ignored or distorted. It was this wrong that inspired the brilliant African American



scholar Dr. Carter Woodson to fight for the establishment of what was, in 1926, referred to as Negro History Week. The week was chosen to include the birthday of abolitionist and distinguished orator Frederick Douglass.



Now expanded to accommodate a month's worth of activity, Black History Month includes Martin Luther King Week. This recent addition to February's distinguished roll call of honorees is marked by local observances, many sponsored by churches.

Despite having the most events crowded into the fewest days, February is the perfect month for slowing down after the holiday rush. February offers the opportunity to focus on loved ones, attend to personal needs, and reflect on the past while looking hopefully toward the future.



*(continued from page 37)*

warfighter. It provides the "Think Tank" support of highly educated professionals with military service training not otherwise available.

Soldiers who are ready and able, who possess scientific, technical and regional expertise second to none, are

better poised to win — or better, to prevent — the next war.



*Servinsky is the commander of the 3425th U.S. Army Military Intelligence Detachment (Production*

*Group) in support of the National Ground Intelligence Center Forces Directorate.*

*Frey is the current Deputy Commander, IMA, at the National Ground Intelligence Center, Charlottesville, Va.*

*(continued from page 39)*

Agency (NSA), Defense Intelligence Agency (DIA), Central Intelligence Agency (CIA), or the National Reconnaissance Office. Under reciprocity agreements, CSP exams that are considered to be current are accepted among the services and these agencies.

Increasingly, the intelligence community is participating in work sharing and cross-servicing efforts. Geographical considerations sometimes define areas of responsibility among the agencies. Service members from Navy and Air Force are occasionally supported by INSCOM duty locations in CONUS and overseas.

The Gordon Regional Signal Operations Center (GRSOC) at Fort Gordon, Ga., is a good example of a joint effort. There, the INSCOM polygraph responsibility includes conducting testing on members from all services, contractors, and NSA civilians. To support this mission, INSCOM permanently assigned an examiner to GRSOC.

## Nontraditional applications

Polygraph's role as a CI tool and an investigative aid was well established and recent opportunities to employ it in divergent scenarios have proven to be useful. With the ability to rapidly verify information, INSCOM examiners have responded to requests from joint commands, such as ACOM and SOUTHCOM, to establish the veracity of information provided by refugees and force protection sources.

INSCOM polygraph examiners have deployed on very short notice to locations such as Panama, Haiti, Guantanamo Bay, Cuba, and Europe. This capability to respond rapidly and

fill a void in the intelligence verification process also proved beneficial when a walk-in source provided a credible report about a planned terrorist attack targeting U.S. service members overseas.

The use of polygraph in these non-traditional roles is an evolving concept and the challenge often becomes knowing when and how to effectively employ it in these operations.

The 902nd MI Group and the 501st MI Brigade have developed role-play in field exercises to train for these scenarios. They have incorporated some of the actual lessons learned from the examiner's deployments to support real world requests. Training includes the use of an interpreter, and narrowing the focus of test questions to target the key areas of the reporting that are critical to the command's intelligence requirements.

## Role in investigations

Polygraph examinations are typically considered as a CI investigation comes to closure. In two recent cases, the polygraph was employed in the post-investigative phase and post-sentencing phase, as part of a plea agreement to assure the subject's cooperation in determining damage assessment. Extensive debriefing followed by confirmatory polygraph testing of the subject provided the command a tool to measure the extent of harm.

Other investigative uses include:

- Specific issue testing, to support the adjudicative process in suitability investigations.
- Investigations of the loss or compromise of classified information.

- Screening foreign national employees with access.

Polygraph examinations have also been used to provide exculpatory evidence when requested by a subject.

## What does the future hold?

Miniaturization of equipment will produce pocket-sized devices. New sensors being developed for medical research applications will likely have applications in the detection of deception. Brain wave activity, pupil and eye movement characteristics, and blood flow and skin temperature measures from non-intrusive sensors may soon provide effective psychometric tools useful in CI applications for determining veracity.

The technological capability may someday exist to surreptitiously monitor an individual's truthfulness and remotely provide feedback. Instantaneous language translation software packages may replace the need for an interpreter.

Continued research will validate additional test techniques and formats. Data analysis will become more sophisticated as scoring algorithms are advanced. And of course, the entire process will be paperless.

The bottom line will remain the same — INSCOM will require its examiner technicians to be highly trained professionals.



*Shaw is the polygraph program manager at Headquarters, INSCOM, Fort Belvoir, Va.*

## Overseas housing allowances combined on earning statements

A non-taxable overseas housing allowance will replace service members' basic allowance for quarters and separate overseas housing allowance on Jan. 1.

Most service members will see no change in the amount they receive, according to Col. Steve Westbrook, director of the Department of Defense's per diem, travel and transportation allowance committee.

Westbrook said that basic allowances for quarters and overseas housing allowances are being rolled into one entry on leave and earnings statements. The total monthly payment will appear as "OHA" — overseas housing allowance.

Under the current overseas system, a service member's total housing compensation is computed using the amount the member pays for rent (not exceeding a rent ceiling), plus a fixed, locality-based utility allowance. The amount is then split into two parts on pay statements: the basic quarters allowance (a fixed amount based on rank and family status), and any difference, paid as OHA.

What is happening, said Westbrook, is similar to last year's merger of stateside basic and variable housing allowances.

DOD changed the way stateside housing allowances are computed because the basic allowance for quarters was tied to cost-of-living raises and not keeping up with actual housing expenses.

Rental ceilings are based on actual rents reported to finance centers. Overseas housing allowances are updated biweekly, based on reviews of cost data and currency fluctuations, he said.

The overseas housing system is set up to pay service members exactly what they pay for housing and utilities — no more, no less — but it doesn't always work that way, Westbrook said.

Some members overseas net a little extra in their paychecks because their fixed basic quarters allowance is more than their rent. Those now pocketing the extra will be grandfathered for the remainder of either their current rental agreements or their tours of duty, whichever comes first, he said.

Service members who enter rental arrangements after Jan. 1, however, will receive only their actual rent, plus a utilities allowance.

DOD posts overseas housing rates on the Internet at <http://www.dtic.mil/perdiem>.

*[This article appeared in the Nov. 6 issue of the Pentagram. By Staff Sgt. Alicia K. Borlik, American Forces Press Service]*

## Providing wings and an answer to prayer for hurricane victims

About 1,000 U.S. service members helped rush food, shelter, pure water and medical aid to the Central Americans made homeless by Hurricane Mitch.

Army Secretary Louis Caldera, Defense Secretary William S. Cohen's personal representative, traveled to Honduras, Nicaragua and Guatemala last November. He met with U.S. Southern Command Commander Marine Corps Gen. Charles E. Wilhelm and local officials.

Southern Command spokesman Steve Lucas said the aid effort has turned international. In addition to U.S. service members, Japanese engineers and Dutch Mexican aid workers are helping the area recover.



U.S. helicopters are delivering the bulk of the supplies.

"Roads are starting to open up, but airlift is still the only way we can get food, water and medical supplies to some of the hardest hit areas," Lucas said. "Local people are overjoyed to see our helicopters come in."

Hurricane Mitch destroyed or damaged 60 percent of the infrastructure in the three Central American countries. More than 11,000 people died during the storm and thousands more face death from disease. More than 1 million people were left homeless and hundreds of thousands were unable to return to their homes to assess damage until the floodwaters receded, Caldera said.

As of Nov. 9, U.S. helicopters had flown 221 missions and delivered 376 tons of food and medical supplies. "For some of the people it was the first food they had in a week," Caldera said during a Pentagon news conference.

Relief supplies entered the country aboard Air Force C-17 transports.

Then Black Hawk and Chinook helicopters reached people cut off by impassable roads. After dropping off supplies, the helicopters evacuated the injured.

"One young Nicaraguan girl came out on one of our helicopters," Caldera said. "She had a broken leg and had no medicine or medical care for a week."

U.S. Army Corps of Engineers teams helped local authorities assign priorities to projects, Caldera said.

Army reserve component medical teams arrived to combat an almost inevitable outbreak of disease. "The Honduran capital of Tegucigalpa has 25 percent of the water purification capability it had before the storm," Caldera said. "This is an area with a population of over 1 million."

More than 3,000 National Guardsmen will rotate through the area beginning in January, Caldera said. They will help restore damaged and destroyed infrastructure.

Caldera said U.S. troops in the area began with lifesaving missions. American troops based at Soto Cano, Honduras, endured the hurricane and then took to the air. The Southern Command service members rescued more than 1,000 people stranded in trees or on roofs of houses.

"We even airlifted the president of Honduras back to the capital when he was cut off due to flooding," Lucas said.

President Clinton earmarked \$30 million to Southern Command to finance the rescue work. Caldera said more money will be needed.

Anyone interested in lending a hand may visit [www.geocities.com/ResearchTriangle/4680/hurricane.htm](http://www.geocities.com/ResearchTriangle/4680/hurricane.htm) or [www.DisasterRelief.org/](http://www.DisasterRelief.org/).

[Compiled from an American Forces Press Service article by Jim Garamone.]



## Protection against 'the poor man's atomic bomb'

Despite a few well-publicized attacks against DOD's mandatory anthrax vaccination program, a senior defense health official said the vaccines are safe, effective and necessary.

According to Rear Adm. Michael Cowan, the anthrax program received the full backing and approval of the federal Food and Drug Administration (FDA). Cowan, medical readiness director on the Joint Staff, said that both DOD and the FDA test and approve all batches of the vaccine at the manufacturing facility in Michigan.

There has been just one reported reaction to the vaccine by a service member, who experienced Guillain-Barre Syndrome, a type of temporary paralysis associated with other vaccines, surgery and insect stings. The affected service member fully recovered, Cowan said.

Critics of the vaccine program question the safety and quality of the manufacturer, Bioport Corp. of Lansing, Mich. They cite a February FDA inspection that found deviations from FDA standards in record-keeping and testing procedures. The report suggested that some service members have received inoculations from a 1993 batch that didn't get a required FDA revalidation before it was put to use.

"That batch was properly revalidated," Cowan said. "There has never

been a batch that's gone out that has not been current and fully FDA-approved." He explained that the FDA and a DOD contractor test all vaccine produced by Bioport for sterility, stability, purity and potency.

He attributes some of the fear and paranoia over the anthrax program to irresponsible distribution of information, mostly over the Internet.

"There's a lot of misinformation out there, and it's the responsibility of each individual to not only get information about things that affect him, but test the quality of that information," he said. He recommended service members and their families visit the DOD anthrax Web site, currently located on the DOD home page at [www.defenselink.mil](http://www.defenselink.mil).

Anthrax inoculations fall under the much broader category of force medical protection, which includes surveillance of areas where biological weapons may be a threat; early detection of chemical attacks; the use of antibiotics and other medicines to treat symptoms of biological contamination; and a host of other measures. Anthrax gets attention, Cowan said, because it is deadly and easily obtained, transported and added to explosives.

The vaccine targets the essence, or heart, of anthrax, making it highly effective, Cowan said. And because anthrax is easily turned into a biological weapon, he said, the vaccine will continue to be mandatory for service members.

"It takes very little skill to obtain the wild anthrax culture and use it in some sort of weapon," he said. "Anthrax is the poor man's atomic bomb. By immunizing our force, we are immunizing ourselves against an 'atomic' bomb."

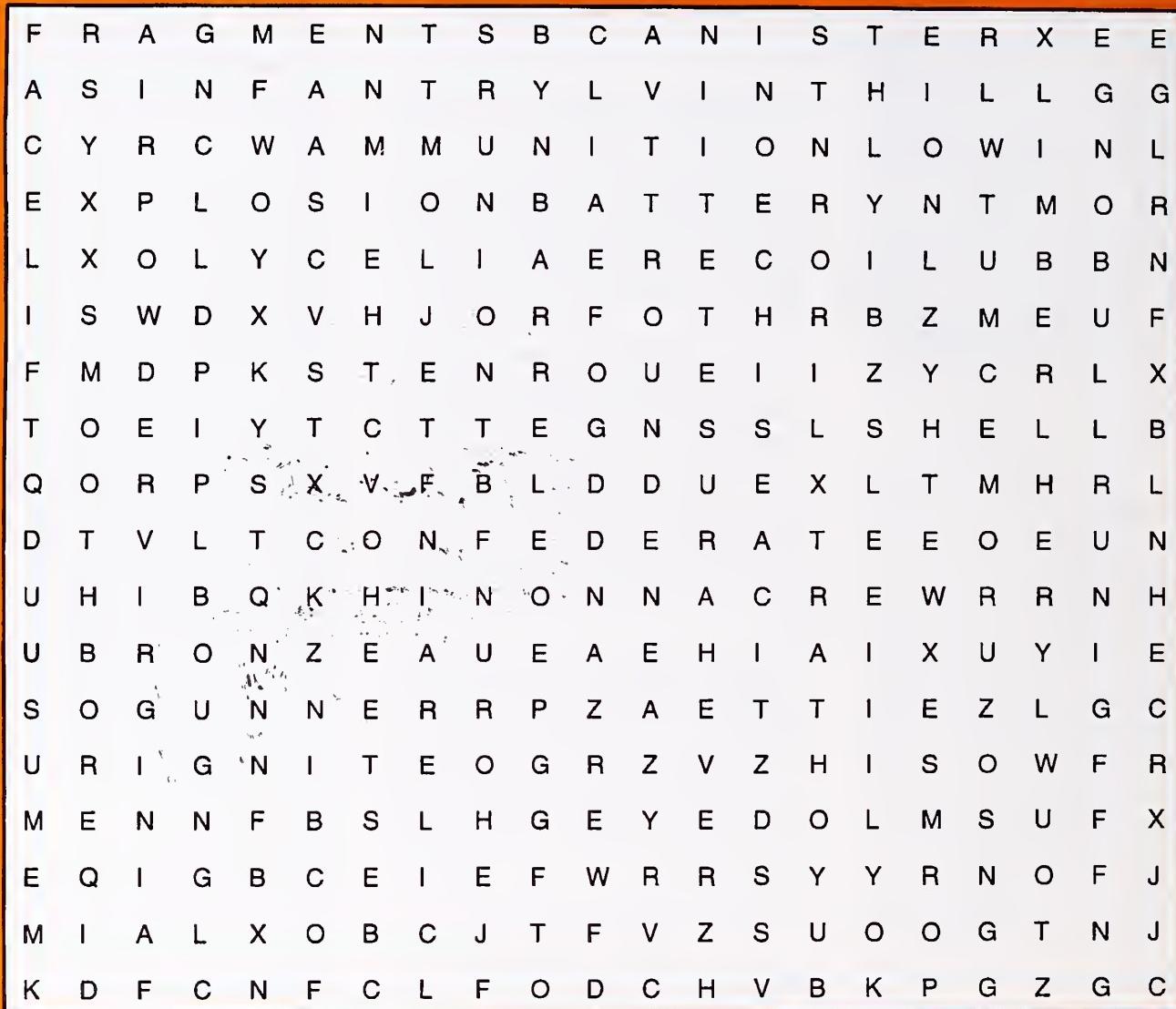
[Compiled from an American Forces Press Service article by Douglas J. Gillert.]



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## Firing the Napoleon cannon



Words may be read straight across, backward, up, down or diagonally.

The solution is on page 23.

Virginia	cannon	muzzle	smoothbore
Low	bronze	tube	historic
Howitzer	Bull Run	Napoleon	artillery
Confederate	Union	battery	limber
caisson	shot	iron	ricochet
canister	shell	facelift	discharge
fuse	explosion	symbol	round
powder	gunner	charge	relic
Vint Hill	crew	ammunition	recoil
fragments	barrel	infantry	ignite